

FINANCIAL TIMES

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Nigeria's new year

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WORLD NEWS

Finnish minister resigns after shares scandal

The \$1.4bn privatisation of Sonera, the Finnish state telecommunications operator, was thrown into controversy following the resignation of the communications minister and the dismissal of Sonera's chief executive over a share scandal. Europe, Page 3

World Cup plan astounds soccer
A proposal from Fifa president Sepp Blatter, the head of soccer's world governing body, to hold the World Cup every two years instead of every four was greeted with astonishment within the sport. International, Page 6

Soccer chief in cash row quits, Page 9

UK pressure in warship dispute
The UK is stepping up pressure on France and Italy to resolve problems surrounding the 28bn (\$13bn) Horizon frigate project, one of Europe's most important collaborative defence programmes. Britain, Page 8

Elizabeth Dole may be set to run
Elizabeth Dole, wife of 1986 Republican House challenger Bob, is stepping down as head of the American Red Cross in a move widely seen as a prelude to a presidential bid. US and Canada, Page 4

Israel set for May elections
Israel's Knesset [parliament] completed its dissolution and approved the final readings of a bill to set elections for May 17, more than a year ahead of schedule, by a vote of 85 to 27. International, Page 6

Iraq bars 'hostile' imports
Iraq is imposing trade sanctions on countries it considers hostile and is barring purchases of food and medicine from the US, Britain, Japan and Switzerland. Trade, Page 5

WW and war awards
The Volkswagen AG Beetle and DaimlerChrysler AG's Jeep Grand Cherokee were named winners of the North American Car and Truck of the Year Awards.

Australia looks beyond Asia
Australia will open trade offices in South America and Eastern Europe as part of a campaign to develop new export markets and reduce the country's reliance on Asia. Trade, Page 5

Cyprus ministers resign
President Glafcos Clerides of Cyprus was seeking to patch up his government as two ministers resigned over his decision to cancel the deployment of Russian missiles. Europe, Page 3

Habibie calls for calm
Indonesia's President B.J. Habibie urged Indonesians to end the violence sweeping the country as thousands of troops fanned out after a weekend of bloodshed. Asia-Pacific, Page 7

Push on EU-SA trade talks
The UK government has agreed to try to speed up protracted European Union negotiations with South Africa on a free trade agreement. Britain, Page 9

S Korea optimistic on investment
South Korea said it expects a 70 per cent rise in foreign direct investment this year. Asia-Pacific, Page 7

BUSINESS NEWS

Dresdner spins off \$15bn worth of non-banking stakes

Dresdner Bank, Germany's third largest, has spun off about DM25bn (£12.75bn, \$15bn) of its shareholdings in other companies into separate units. The move accelerates the transformation of banking in Europe's largest economy. Companies and Markets, Page 17

Lea Kirch, the German broadcasting mogul, unveiled a restructuring plan that opens the door for outside investors to one of Europe's biggest media companies. European companies, Page 22

America Online, the internet service provider, said its customers had spent \$1.2bn in purchases between November 26 and December 27. Companies and Markets, Page 17

PwC, the professional services firm, said fee income had jumped 19.8 per cent. European companies, Page 22

BP Amoco's opening share price was labelled "inaccurate" by dealers as the merged oil group became the largest single constituent of FTSE 100 index. UK companies, Page 23

Allianz, Germany's biggest insurance group, placed an innovative \$150m international catastrophe bond option that provides coverage for wind, storm and hail risks, written by its German subsidiaries. European companies, Page 22

Imperial Chemicals Industries, announced a restructuring of its troubled paints division and forecast earnings at the higher end of expectations. Companies and Markets, Page 17; Observer, Page 15; Lex, Page 16; Competition regulator, Page 23

AT&T, the US telecommunications group, is expected tomorrow to lay out detailed plans for its merger with TCI Communications. US companies, Page 18

Hongkong Telecom, which has lost its monopoly on international direct-dial calls, cut the cost of calls to its main markets by up to 30 per cent. Companies and Markets, Page 17

AMP, the Australian insurance and funds management group, is set to proceed with the A\$3.3bn (\$2.02bn) hostile offer for GIO Australia Holdings, the big general insurer. Asia-Pacific companies, Page 20

Caribbean banana exporters have reiterated their dismay at a US decision to impose punitive duties on imports from the European Union in the dispute over the EU's banana import regime. World trade, Page 5

Bank of New York, the US bank, is to set up a brokerage in London to handle trades for European institutions dealing on 40 equity and bond markets. US companies, Page 16

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World Equity Markets
The latest trends and data from more than 50 national markets at a glance

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WORLD MARKETS

STOCK MARKET INDICES	GOLD	NEW YORK COMEX	EUROPE
Dow Jones Ind Av ... 9,307.85	(\$125.42)	(\$208.3	(\$202.2)
NASDAQ Composite ... 2,229.01	(+08.02)	(\$208.75	(\$207.75)
FTSE 100 ... 1,145.50	(+04.94)	(\$208.75	(\$207.75)
DAX ... 6,252.26	(+26.97)	(\$208.75	(\$207.75)
FTSE 100 ... 1,141.04	(+02.07)	(\$208.75	(\$207.75)
EUROPE ... 13,415.98	(+025.28)	(\$208.75	(\$207.75)
US LUNCHEONTE RATES			
Federal Funds ... 5.75%			
Short-Term Sec ... 101.4			
Long Bond ... 5.17%			
Yield ...			
OTHER RATES			
UK 3-mo interbank ... 8.5%			
UK 10 yr Gilt ... 10.50			
BBB Bonds ... 12.75			
Germany 10 yr Bund ... 11			
Japan 10 yr JGB ... 10			
NORTH SEA Cr (Argus)			
Brent Dated ... 10.0	(1.00)		

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NEW CURRENCY GAINS AGAINST THE DOLLAR • EUROPEAN MARKETS SURGE STRONGLY • D-MARK TRADING 'DISAPPEARS'

Stocks and bonds rise on euro debut

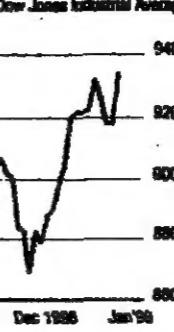
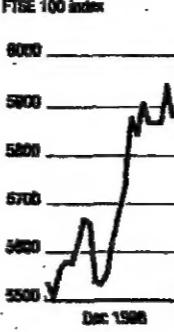
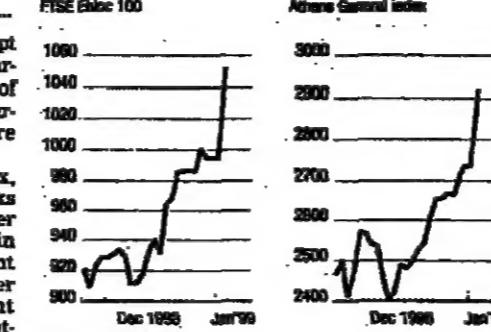
By Philip Coggan and Alan Beattie in London

E-11
FTSE 100 index

Germany
Athena General Index

UK
FTSE 100 index

US
Dow Jones Industrial Average



The euro itself gained ground against the US dollar, moving up to \$1.19 in Asian trading, before settling back to the \$1.18 level during European hours. When the currency was created last week, its initial level was below \$1.17.

Dealers said that, while business was subdued, the euro had almost completely taken over from its predecessor currencies.

Trading in the D-Mark, which some had expected to continue alongside the euro, virtually disappeared.

While trading in the euro

started smoothly, the new currency met its first technical glitch when a backlog of payments forced the European Central Bank to delay the closing of Target, its high value payment clearing system, by 90 minutes.

Bankers said the delay caused no significant problems and other euro systems worked.

European stock markets were also helped by a strong start on Wall Street, where the Dow Jones Industrial Average recovered from New Year's Eve losses to be 150 points ahead by the time

European markets closed. While the FTSE 100 index in London failed to join in the rally, falling 3.2 to 5,578.4, the good news was not confined to countries in the euro-zone. The Athens stock market gained 6.7 per cent to an all-time high, partly on hopes that the successful launch of the euro would make it easier for Greece to join the single currency in 2001 and partly because of the abolition of the withholding tax on bond income at the start of the year.

Normally, a strong currency is bad news for European stock markets, because of the adverse effect on the prospects for the continent's exporters. But in this case, the region's bourses rose in line with its new currency.

Richard Davidson, European strategist at Morgan Stanley Dean Witter, said: "The whole bloc is benefiting from an increased recognition of how positive monetary union is for European economies in terms of growth and structural change."

Analysts pointed out that Europe this year should see no

Eaton predicts European car link in 'next 90 days'

DaimlerChrysler chairman adds to speculation at Detroit show

By Haig Simonian in Detroit

ment on reports that Ford was in talks with Volvo.

The Swedish group is also known to be in discussions with Fiat about potential co-operation, which could result in a merger.

Reports of the Ford and Fiat discussions triggered rises in the shares of the Swedish and Italian carmakers last month.

Mr Eaton, who with Jürgen Schrempp, former chairman of Germany's Daimler, created DaimlerChrysler, one of the world's largest industrial mergers, declined to say which carmakers might be involved.

But industry speculation has cited Ford and Sweden's Volvo to a possible tie-up as well as a link between Volvo and Italy's Fiat.

"I believe 1999 will be a year of restructuring," said Jim Donaldson, president of Ford of Europe. Mr Donaldson declined to comment.

Dieter Zetsche, head of sales



Double act: Robert Eaton, left, and Jürgen Schrempp, joint chairman of DaimlerChrysler, greet guests at the Detroit motor show. Picture: Reuters

Japanese PM signals changes to cabinet

By Michio Nakamoto in Tokyo

the upper house of the Diet, following an election defeat last summer.

However, the deal has been marred by disagreements over key issues, which have threatened to undo the coalition before it was formed.

The reshuffle will bring into government members of the Liberal party, with which the ruling Liberal Democratic party recently agreed to form a coalition.

"It will be somewhat difficult to form a coalition before I go to Europe," said Mr Obuchi at a news conference before the trip, which begins tomorrow.

Mr Obuchi is unlikely to make big changes and it is expected that the Liberal party will receive at most two cabinet posts.

The prime minister has called for Ichiro Ozawa, head of the Liberal party, to assume a cabinet post himself, but Mr Ozawa is reluctant.

"I have asked him to join the cabinet, but as of this moment it doesn't look like it will happen," Mr Obuchi told the news conference.

The coalition will give the LDP more flexibility in passing legislation through the Diet (parliament) during the session that begins on January 19.

The LDP lacks a majority in

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WORLD NEWS

THE EURO

VIEW FROM THE TRADING ROOM EURO MAKES CALM, REASSURING DEBUT BUT THIN VOLUME INDICATES MOOD OF CAUTION

Dealers quick to adopt new currency

By Alan Beattie in London and Tony Barber in Frankfurt

The euro made a calm and reassuring start on its first full day in the world's currency markets yesterday. But some dealers were surprised by the speed with which it replaced the outgoing currencies of the euro zone.

"It was a momentous occasion, but not a monumental trading day," said Guy Whitaker, global head of foreign exchange at Citibank in London. "Traders have come back from their New Year break with enthusiasm for

the new currency but not for taking risks."

After climbing to \$1.19 against the dollar in the Asian session yesterday, the euro settled back to trade around \$1.18 for the duration of European trading hours. This was still higher than the level below \$1.17 at its creation on December 31.

Dealers estimated that the volume of trading in the London market was around half the normal level. "It started very thin this morning but picked up a bit later in the day," said David Bloom, currency economist at HSBC in London.

"There have been so few deals in the legacy curren-

cies that it is impossible even to draw a sensible chart of the DMark against the dollar over the day," said Tony Norfield at ABN-Amro in London.

"The jump to dealing in the euro has been much quicker than the market had expected."

Some analysts expressed surprise that separate trading in the D-Mark, which many had expected to continue for some time alongside deals in the euro, almost completely disappeared from the moment the markets opened.

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Opening hours of Target extended

By George Graham in London and Tony Barber in Frankfurt

Europe's new currency suffered its first significant glitch yesterday when Target, the new high value payments system, had to push back its closing time by an hour and a half to cope with the billions of euros flowing around Europe.

Banks using the system said euros flowed smoothly for most of the first day of operation for Target, a new system set up by the European Central Bank to link high value payments systems in the 15 countries of the European Union.

But backlogs of payments at 5pm GMT, especially in Germany, obliged the ECB to extend the Target opening hours to 6.30pm GMT.

The ECB said some bottlenecks were to be expected at the launch of the new system but that the delay would not stop the system from starting smoothly today.

Commercial banks were relaxed about the delay.

"I think this shows the system worked. Most players had some payments backlog up that they were happy to get through, and the extension allowed us to make sure that high value settlement payments got into the system," said Jim Withers at Barclays Bank in the UK.

National payments systems linked to Target, including Chaps Euro in the UK, functioned smoothly.

Bankers said EAF, the main Frankfurt system, had handled good volumes of payments. So too did the Euro Banking Association system, which clears net balances at the end of the day rather than making gross transfers in the course of the day, as Target does.

"Target has worked every time we have tried to use it. Where we had any blockages, we have been able to work around them," said Bill Grant, Emtu project director at Citibank, the banking arm of the US' Citigroup financial services conglomerate.

"It has been a relatively light day, but we have still processed in excess of £20bn (£23.4bn) of payments in and out, and all our clearing links are flowing smoothly," Mr Grant added.

Banks said their preparations for the euro conversion weekend had stood them in good stead, and few problems had emerged in the course of yesterday's operations.

At the Frankfurt headquarters of Commerzbank, Germany's fourth largest bank, a morning review conducted by top executives determined that the weekend conversion to the euro had gone almost flawlessly.

The only minor hitch, quickly solved, concerned euro data that Commerzbank was not able to transmit to some health insurance clients because the insurers' computer systems had not received the information.

Until now, banks knew that any D-Mark payments they were expecting would arrive in Frankfurt, while any French francs would reach them in Paris.

From today, however, euro could be delivered to them in any of 15 countries, and some banks have been worried that misdirected payments could throw out their treasury management.

US not fazed by early gains

By John Authers in New York

The euro's early gains against the dollar yesterday failed to create great concern in the US.

Senior US policymakers pledged their support for European economic and monetary union. At a press conference, Robert Rubin, treasury secretary, stressed the initiative's benefits for the US.

Mr Rubin said: "We've said many times, if it's good for Europe, that's good for the US. I have no doubt markets will fluctuate as they always do, that is not where our focus needs to be."

Lawrence Summers, Mr Rubin's deputy, said: "As far as the dollar is concerned, the buck stops here. As long as we keep our fundamentals strong, I think the dollar [and] US borrowing costs will do just fine."

Over the last two weeks the US media has given heavy coverage to the launch of the euro. CNBC, the business channel owned by General Electric, chose to base its programmes yesterday in Frankfurt, while most of the big newspapers put the story on their front pages. The financial services industry has also invested heavily in an attempt to take advantage of the new currency. US banks lead the market in foreign exchange and expect to increase their revenues as a result of the new currency. Chase Manhattan is predicting an increase of \$250m in annual clearing revenues within five years, as a result of the currency change.

But there was no evidence yesterday that it had excited the interest of individual investors.

T Rowe Price, one of the largest US mutual fund managers, reported that it had had no inquiries about the euro from customers.

Charles Schwab, the largest discount broker, which does most of its business over the telephone and the internet, also reported minimal interest from customers in the new currency.

Traditionally, US small investors leave most of their money in the US. They were briefly tempted into emerging markets and Asia, while Europe has generally been unfashionable.

But Warburg Pincus, a large New York fund manager, launched a new mutual fund yesterday which would be invested in large-cap western European companies and managed by Credit Suisse Asset Management.

Mixture of delight, relief and a little spending 'just for fun'

First day of trading greeted as a political watershed for European Union but euro made little impact on the high street

By Our International Staff

Leaders of the European Union yesterday greeted the successful first day of financial trading in the euro with a mixture of delight, relief and caution.

For the men and women on the street, the chances were that they did not even notice, with the advent of euro notes and coins just three years away. Only a handful chose to pay bills in euros with credit cards or cheques, and they did so mostly "just for fun," according to one French supermarket owner.

In France, President Jacques Chirac described the new currency as "an historic opportunity for our people", calling for the creation of "a social Europe, and a European identity."

Dominique Strauss-Kahn, the French finance minister, also stressed the political watershed for the EU, saying: "We are at the beginning of a great political project."

Critical comments came from trade union leaders in several member states of the euro-zone, who issued warnings about the continuing threat of joblessness, and even rising unemployment.

The French socialist government headed by Lionel Jospin came under fire both from its Communist partners, and from its traditional trade union allies. A joint statement issued by the three leading trade union federations warned against changes which symbolised "a purely liberal European construction, without any consideration for jobs."

Mr Chirac himself urged that the introduction of the euro should not lead to new social tension. "We must ensure that the great changes implied by the advent of a new currency do not translate into new divisions between the young and the old, between the private and public sectors," he said.

In Italy, Massimo D'Alema, the prime minister, said the new currency signalled "the end of the eco-

smooth launch was seen as much relief from senior politicians that the country had defied the sceptics and become a fully-fledged participant in the single currency, as there was jubilation.

Yet throughout the EU, the smooth launch was seen as

as justification for the commitment and determination of the 11 founding members of the euro-zone. At a ceremony to mark the close of the first day of euro-denominated trading on the Brussels stock exchange, Jacques Santer, president of the European commission, allowed himself a little emotion. "Until now, the euro was only a project," he said.

"Today, for the first time, we have been able to see and use it. You will understand that it is with a certain emotion that I watch a project, around which all our efforts have converged, take concrete form."

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Opening
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Target
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NEWS DIGEST

GERMAN IMMIGRATION POLICY

Opposition parties clash over citizenship plans

German opposition parties clashed yesterday over plans to launch a petition against the new centre-left government's proposal to allow dual citizenship.

The plans were announced over the weekend by the conservative Christian Democrat Union. Their Bavarian allies, the Christian Social Union, signed up to the drive as well. But their former coalition partner, the liberal Free Democrats, attacked the plans yesterday. Guido Westerwelle, the FDP's general secretary, accused the CDU-CSU of making "immigration policies from the gut".

The Free Democrats had repeatedly tried to reform Germany's blood-based citizenship laws while part of former Chancellor Helmut Kohl's coalition government, but were hindered by their more conservative partners.

Opponents of dual citizenship argue it would give special privileges to foreigners and lead to potentially dangerous conflicting loyalties. Wolfgang Schäuble, CDU chairman, said the petition drive was not motivated by anti-foreigner sentiment but a desire to control immigration and promote integration of those foreigners already in Germany.

"The regular acceptance of double citizenship is poison for integration as well as for inner peace," Mr Schäuble said. He said the petition drive would start at a CDU-CSU leadership meeting on January 24. AP, Bonn

EU FRAUD ALLEGATIONS

Brussels official suspended

The European Commission said yesterday it had suspended an official who made allegations about fraud within the European Union. The move comes a week before the European parliament is due to hold a vote of confidence in the EU executive, which could lead to the sack for the commission's 20 members.

The Belgian newspaper *De Morgen* reported that Paul van Buitenen, a member of the commission's financial control unit, had been suspended on December 16 after revealing the assembly a damning report alleging fraud was more widespread than previously acknowledged.

Mr van Buitenen's report was one factor that led the parliament's assembly to refuse to approve the EU's 1998 accounts on December 17 and table a no-confidence motion in the commission. That vote is scheduled to take place during the assembly's regular monthly sitting in Strasbourg next week.

A commission spokeswoman confirmed the substance of *De Morgen's* report but declined to comment further or to name Mr van Buitenen. The Greens group in the European parliament said it would ask Eero Lillinen, EU budget commissioner, this week about the reasons for the sanctions against Mr van Buitenen.

In recent months, the commission has faced repeated allegations of mismanagement of the EU aid budget and the hiring of staff through outside consultancies or contractors. Reuters, Brussels

FRENCH INTERIOR MINISTER

Chevènement returns to work

Jean-Pierre Chevènement, France's interior minister, returned to work yesterday, four months after falling into an eight-day coma following routine surgery. Mr Chevènement marked the occasion by hosting the traditional New Year breakfast meeting of his fellow cabinet members.

A highly popular and influential member of the left-wing government, he suffered a severe allergic reaction to anaesthesia during a gall bladder operation in September. Speaking later of his brush with death, Mr Chevènement, 59, told the weekly *Paris Match*: "I had reached the other shore." Reuters, Paris

TOBACCO PRICES

Paris imposes 5% tax

Tobacco prices rose 5 per cent on average in France yesterday, following the implementation of a tax increase as part of the government's 1999 budget.

The tax, which should raise an estimated FFr2bn (8305m, \$858m) in new receipts, was passed through unevenly to consumers, as tobacco companies sought to reduce the impact on their best-selling brands. For example, Seita, the privatised French cigarette manufacturer, increased prices of its Gauloises and Royale brands by 4.5 per cent and 2.5 per cent respectively, while Gitanes were raised by almost 10 per cent. Samer Iskander, Paris

SPANISH ENVIRONMENT

Acidic water spill

Spanish ecologists accused two chemical companies yesterday of environmental crimes after they accidentally released at least 50,000 cubic metres of acidic water into a river in southern Spain last week.

The fertilizer companies, Fertiberia and Forst, said the water that escaped when a waste reservoir burst during a storm on Friday did not represent a serious ecological hazard and would be diluted in the waters of the river Huéne.

But Ecologists en Acción, an environmental group, said the water contained heavy metals such as arsenic and copper that could damage plants and animals in the river. It compared the accident to a toxic spill at the Aznalcollar zinc mine last April that threatened Europe's largest nature reserve, Doñana national park, when millions of cubic metres of sludge containing heavy metals escaped from a burst reservoir.

The group also contested the companies' estimate of the amount of acidic water that escaped, saying it was far more than 50,000 cubic metres. Authorities in the Andalucía region have opened an investigation into the causes of the accident. Reuters, Madrid

ROMANIAN MINERS

Union ultimatum rejected

Romania's government yesterday rejected an ultimatum by thousands of miners who launched a strike in the country's biggest coalfield over the planned closure of uneconomic pits.

The chief union leader gave Radu Vasile, prime minister, until today to come to the area to discuss demands, including pay rises and the write-off of debts run by the local mining company. Miron Cozma, who earned a reputation for militancy for leading violent anti-reform protests in Bucharest in the early 1990s, said he would take his miners to the capital again if the government failed to meet their demands.

Some 2,500 miners marched through snow in Petrosani, 350km west of Bucharest, chanting Mr Cozma's name and shouting anti-government slogans. No incidents were reported.

"Faced with this ultimatum... the government will not conduct any dialogue," the administration said. "We regret the situation created by the Jiu Valley mining unions, whose policy of force can only scare off prospective investors." Reuters, Bucharest

EUROPE

Finnish minister quits after share scandal

By Tim Burt in Stockholm

The \$1.4bn privatisation of Sonera, the Finnish state telecommunications operator, was thrown into controversy yesterday following the resignation of the country's communications minister and the dismissal of Sonera's chief executive over a share scandal.

Matti Aura, minister of communications, agreed to step down after admitting he had been misled by Pekka Vennamo, Sonera chief executive, about his investments and dealings in Sonera shares.

Mr Vennamo, meanwhile, was sacked by the Sonera board for failing to disclose an inter-family transaction

in which he sold some 5,300 shares in the company. That breached an undertaking to Mr Aura that he would not dispose of any part of his stake in the company, privatised last November.

Mr Aura, a member of Finland's Conservative party, said yesterday: "I have made wrong judgments about chief executive Vennamo. Therefore, my view is that I can no longer have the pre-requisites to continue as a minister." Mr Vennamo, himself a former minister of communications, was unavailable for comment.

The departure of both the minister and Sonera's chief executive follows a mounting public outcry in Finland over the handling of the ini-

tial public offering in Sonera, formerly Telecom Finland.

Under the global offering, which was more than 20 times subscribed, share allocations were scaled back dramatically - leaving most retail investors with just 10 per cent of what they had applied for. Mr Vennamo and other Sonera executives, however, received their allocations in full.

The company's chief executive acquired a further 25,000 shares on behalf of his private investment company. That took his total holding to about 51,000 shares, worth €785,600 (\$877,510). Investors subscribing to the retail offer received an average of 520 shares each.

Sonera's share price has more than doubled since the government sold a 22 per cent stake in November. In Helsinki yesterday, the shares rose 5.3 per cent to close at €13.84.

Markku Talonen, Sonera chairman, said Mr Vennamo's conduct over his share dealings and disclosures led to "escalating mistrust" within the board and between the chief executive and communications minister. "A number of mistakes were made and promises surrounding share disposals by Mr Vennamo were not kept," he said.

Industry analysts played down the impact of the affair on Sonera's operating strategy, aimed at establishing a

growing mobile telephone subscriber base in Finland and the Baltic states. The government did not name Mr Aura's successor yesterday. Sonera said Mr Vennamo would be replaced by Aulis Salin, previously managing director of Telecom Finland.

The government did not name Mr Aura's successor yesterday. Sonera said Mr Vennamo would be replaced by Aulis Salin, previously managing director of Telecom Finland.

Cyprus ministers quit over cancelled missiles

By Andress Hadjipapas in Nicosia

President Glafkos Clerides of Cyprus sought to patch up his government yesterday as two socialist ministers resigned in protest against his decision to cancel the deployment of long-range Russian missiles on the island.

Mr Clerides accepted the resignations but did not immediately propose new names for the vacated defence and education posts.

The president had scrapped delivery of the \$60m, S-300 anti-aircraft system after reassurances from the international community that it would help promote a settlement to the dispute in

the island between his government and the breakaway Turkish state in the north. Turkey had vowed to prevent the missiles arriving militarily if necessary.

But the socialists called

Mr Clerides' decision a "military humiliation".

Yannakis Omirou, the outgoing defence minister, said

in his letter of resignation

that the decision not to bring the S-300 missiles was a "serious blow to the sovereignty of the Cyprus Republic" and the right to defend itself.

Mr Clerides was re-elected to a five-year term in February last year and has no intention of resigning.

People close to the Nicosia government said Cyprus might now buy a shorter-range TOR missile system

from Russia, as well as more Aspide missiles from Italy.

Greece, a close ally of Cyprus, had been alarmed by the prospect that the arrival of the rockets could irreparably harm Cyprus' chances of joining the European Union.

The S-300 missiles are now due to go to the Greek island of Crete.



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THE AMERICAS

Rush to run for US presidency in 2000



By Gerard Baker in Washington

You could be forgiven for thinking the events of the last year might have put most people off the idea of running for president.

For anyone other than Trappist monks (and their order forbids them from running for office) the Monica Lewinsky affair must have been an unsavoury foretaste of the kind of scrutiny they could expect before and after election to the highest office in the US.

But in the first week of the year before the next big presidential contest, the list of candidates is growing faster than President Bill Clinton's legal bills. Yesterday, Elizabeth Dole, the wife of Bob, Mr Clinton's 1996 Republican challenger, announced she was prematurely stepping down as head of the American Red Cross in a move widely seen as a prelude to a presidential bid.

With no incumbent president running next year, the race seems genuinely open and the tantalising prospect of actually having a shot at winning is now clearly outweighing any qualms about the personal toll of running for high office.

If Mrs Dole does enter the Republican fray she will join proto-candidate John

McCain, the maverick Arizona senator, who last week became the first of his party to establish the formal "presidential exploratory committee".

They look certain to be joined in the next few weeks by Steve Forbes, publisher of the eponymous magazine and self-styled "capitalist tool", and Lamar Alexander, the former governor of Tennessee, both veterans of the 1996 campaign. Dan Quayle, the former vice-president, and Pete Wilson, who stepped down as governor of California yesterday, are also considering a run.

The big question is whether, or perhaps when,

George W. Bush, the popular, moderate governor of Texas, will declare. Current polls make him the easy favourite, not just for the Republican nomination, but for the presidency itself.

There are still other hopefuls: Gary Bauer, the head of a very conservative pressure group in Washington, is preparing a run based on Christian moral values in public life. Bob Smith, a senator from New Hampshire, whose ambition seems based on the happy fact that he is an incumbent senator in the state which holds the first primary, is also a contender.

On the Democrat side, two nearly confirmed candidates,

Vice-President Al Gore and former senator Bill Bradley, have established exploratory committees. They could be joined by the Rev Jesse Jackson, who has run twice before, Paul Wellstone, the liberal senator from Minnesota, John Kerry of Massachusetts, and perhaps by Richard Gephardt, House Democrat leader.

Seasoned political observers warn, however, that all this presidential ambition will start to bump into hard political realities in the next few months. If the public scrutiny of their personal lives does not get most of them, the need to raise a ton of money surely will.

Nicaragua: a new spirit of political understanding after Mitch

The hurricane may have started to clear a path through the country's often dense political jungle. James Wilson reports

As Nicaragua struggles to recover from the devastation of Hurricane Mitch, the new year is bringing signs of one positive change: the storm may have started to clear a path through the country's often dense political jungle.

Nearly a decade after the end of its civil war, Nicaragua is still one of the region's most polarised societies. In the two years since President Arnoldo Alemán's Liberal government took office, there have been frequent street protests by the left-wing Sandinista Front for National Liberation (FSLN), now entrenched in opposition.

But with the country overwhelmed by the hurricane, and politicians heading calls at home and abroad to forget differences and face the task of rebuilding the country, some observers believe the aftermath of Mitch can bring a sense of greater unity.

The government and the FSLN had already come closer through talks on electoral reform, and Mr Alemán's overtures to Daniel Ortega, former president and Sandinista leader, to help with reconstruction have received a positive response.

When Nicaragua met foreign donors in April last

year, the FSLN refused to take part. But after Mitch Sandinista representatives went to last month's vital meeting in Washington to discuss international financial support. The government is also including Sandinistas on a commission of national reconstruction.

Despite remaining squabbles - Mr Ortega opposes the ongoing economic adjustment programme backed by the International Monetary Fund, and rails at the presence of 1,700 US troops helping in the recovery effort - foreign aid agencies are encouraged.

Kent Degerfelt, the head of the European Commission's delegation in Managua, says:

"The disaster seems to be unifying the Sandinistas and the governing party. It is a sign of progress." He adds: "I think the most important thing is the Sandinistas did go to Washington. The squabbling does not take away from the paramount importance of having gone as part of the official delegation, and of taking part in planning the reconstruction of the country. Dialogue is always a positive thing."

One challenge for the rebuilding effort is to avoid the partisan bickering that characterised some of the

early response to the disaster. When floods swept León, Nicaragua's second city and a proud cradle of poets and revolutionaries, arguments raged between officials from the FSLN-controlled city hall and local delegates appointed by the government.

"They were fighting to see

who could help people the

most and win the most

votes," says an insider on the area's disaster committee. An aid worker says: "It was total disorder." Mr Alemán then angered city hall authorities by putting the city's bishop in charge of local relief operation in place of Rigoberto Sampson, León's FSLN mayor.

Mr Sampson says the tensions caused by such incidents risk prejudicing reconstruction. "There has to be a real unity between authorities, but now there is a resentment on the part of local authorities because they were overruled by central government. It makes our task of reconstruction more difficult, because our relations are not good with the local delegates," he says.

At the church offices across León's central square from the city hall, Father Donald Garcia, the bishop's assistant, says the church

received stories of aid going first to Sandinista supporters - accusations rejected by Mr Sampson.

Observers say disagreements were inevitable in the immediate aftermath of the storm. The north, which suffered most damage and where most of the 3,000 deaths occurred, is a Sandinista stronghold.

David Robleto, the secretary for international co-operation, says: "It is logical that reconstruction is going to be easier in any country where society is united. Multilateral and

bilateral donors are going to be more satisfied."

Michel Camdessus, International Monetary Fund managing director, issued a warning in Managua after Mitch. "I talk as a friend who looks at this country from abroad," he said. "If a lot of time is spent in purely political quarrels it gives the impression that there are political forces using such difficult circumstances to put obstacles in the way of the government."

The head of another large aid agency says 1999 - a year free from political con-

NEWS DIGEST

BRAZILIAN BUDGET

Cautious welcome for fiscal austerity package

The Brazilian government's new package of R\$6.7bn (US\$5.5bn) in budget savings won a cautious welcome from economists yesterday, although they warned that the success of the fiscal austerity plan still depended on the behaviour of Congress over the next three months.

Brazilian shares had risen 3.1 per cent by yesterday afternoon as markets digested the details of the new savings, which were published over the New Year holiday and which come mostly from new tax increases.

"The new package is a signal that the government at least is committed to achieving the terms of the fiscal plan," said Felipe Garcia at Idea, an economic consultancy in New York.

Brazil would probably meet the first set of budget targets agreed with the International Monetary Fund, which will be reviewed in February, he said.

The government announced its plan to cut R\$28bn from this year's budget in October, in an attempt to reduce a fiscal deficit approaching 8 per cent of gross domestic product and to regain credibility lost after the Russian debt default. Geoff Dyer, São Paulo

US MANUFACTURING

Global turmoil hits trade

US manufacturing activity slowed last month as trade continued to feel the pinch of global economic turmoil, according to an influential survey of the nation's purchasing executives published yesterday.

The National Association of Purchasing Management said its main index of industrial activity fell to 45.1 per cent in December from 46.8 per cent in November. It was the seventh consecutive month in which the index has been below the 50 per cent mark, a level which indicates the manufacturing sector is contracting.

"The overall picture as we closed [1998] is one of faster decline in manufacturing activity," said Norbert Ore, the chair of NAPM's business survey committee. "New orders continue weak as we proceed into 1999 and prompt concerns about the manufacturing sector," he added.

NAPM said the steel industry suffered especially last month, as a flood of cheap imports swamped domestic manufacturers. Gerard Baker, Washington

ARGENTINE ECONOMY

Business upbeat on prospects

The directors of Argentina's biggest companies are relatively upbeat about prospects for the economy this year, despite the sharp slowdown in growth seen in the second half of 1998, according to a new survey.

A poll of 211 businesses by Price Waterhouse-Argentina, a member firm of PwC, found 77 per cent "moderately optimistic" about the economy, with 2 per cent "strongly optimistic" and 21 per cent "moderately pessimistic".

The companies polled, which notched up 1998 sales of over \$95bn, believed the economy would continue to grow this year, but at a rate "below 4 per cent". The economy grew an estimated 4.8 per cent in 1998, and 8.6 per cent in 1997. Private sector analysts forecast growth could slow to 2 per cent or less this year. Ken Warr, Buenos Aires

Iraq bans food imports from 'hostile countries'

Australia in se

Growing grow



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FOOTBALL: FIFA CHIEF'S PLAN FOR BIENNIAL TOURNAMENT TO COUNTER THREAT OF EUROPEAN SUPERLEAGUE FINDS BOTH SUPPORTERS AND OPPONENTS

World Cup proposal receives mixed reviews

By Patrick Harwood in London

A proposal from Sepp Blatter, the president of football's world governing body, to hold the World Cup every two years instead of every four was greeted with astonishment yesterday.

The idea of the chief of the International Association Football Federation (Fifa) generated outright opposition and tentative interest in almost equal measure. If adopted, it would lead to one of the biggest changes in the history of world football.

Uefa, which is responsible for the sport in Europe, denounced the proposal as "unacceptable", primarily because the plan would seriously disrupt the European Championships.

A spokesman for the Dutch football association said he feared holding the World Cup every two years would place an excessive physical demand on top players, while Sir Bobby Charlton, England's former international star and leader of the campaign to bring

the 2006 tournament to England, also came out strongly against the idea.

However, his great German opponent from the 1998 World Cup, Franz Beckenbauer, welcomed the proposal. "I think it's a good idea. Now we have to see if it can be done and how," said the former captain and coach of Germany.

His support was echoed by Dino Zoff, coach of the Italian national team, who said space could be found in the crowded football calendar.

Under Mr Blatter's pro-

posal, which will be considered by Fifa's all-powerful executive committee at its next meeting in March, the continental championships in Europe, South America and elsewhere would be played in every "off" year and would act as qualifying competitions for the following year's World Cup.

Mr Blatter, who was elected president last summer, sees the new format as a way to counterbalance the growing power of Europe's top clubs. He is worried they will try to establish a European super league that would challenge the authority of the national teams by refusing to release their top players for international tournaments.

The motives behind the Mr Blatter's plan are steeped in the high politics of world football. For example, turning every continental championship into a qualifying competition for the World Cup would emphasise the authority of Uefa over the continental confederations and national associations.

Commercial factors are also likely to have a bearing in convincing the president of the need for change. The next two tournaments in 2002 and 2006 are expected to generate about \$1.5 billion gross television rights fees. Holding the World Cup every two years would add another \$1 billion to Fifa's income.

However, experts in television rights yesterday said playing the World Cup every two years would not necessarily double the value of

the World Cup rights fees, about the same as the 1998 rights fees, plus, rather, than increasing the value of it.

David Oliver of Oliver & Ollerton, the London-based media rights consultancy, said: "I don't see the TV rights doubling, but I can see it adding another \$50 million to the pot."

So far, chief in cash now gets

every two years, and

Israel gears up for May elections

By Ari Melber in Jerusalem

Israel's Knesset (parliament) last night completed its dissolution and approved the final readings of a bill to set elections for May 17, more than a year ahead of schedule, by a vote of 86 to 27.

The Knesset recently voted overwhelmingly to hold early elections after Benjamin Netanyahu, the prime minister, failed to secure support for freezing implementation of the Wye River accords signed with the Palestinians in Washington October.

According to the elections bill, a run-off vote will be held on June 1 if no candidate secures more than 50 per cent of the vote.

Since the move towards elections, Israel's political map has been rapidly changing. Amnon Lipkin-Shahak, former army chief of staff, is expected formally to launch his campaign for the premiership as head of a new centrist party this week. Mr Shahak has yet to present his views, but recent polls show he could get 20 per cent of the vote in the first round and would beat Mr Netanyahu by 5 per cent to 35 per cent in a run-off.

Several senior members of Mr Netanyahu's Likud party have already defected, while others are still undecided. Meanwhile, the Knesset was also preparing to vote on the first of three readings of a bill that could complicate any attempt to restart peace negotiations with Syria, which have been frozen for 20 months.

According to the law, any transfer of land from the Israeli-occupied Golan Heights back to Syria would require a majority of 61 in the 120-seat Knesset, as well as a referendum.

Hafer al-Assad, Syrian president, wants negotiations to begin where the previous Labour government left off, with a conditional proposal for full withdrawal from the Golan.

Fading banner of Afrikaner nationalism looks for new colours

Rebranding the party that invented apartheid is no mean task. Victor Mallet reports on the attempt to save South Africa's Nats from oblivion

For those with long memories, there is something bizarre about the leader of South Africa's National party calling for "inclusive" government, democracy and multiracialism. This was, after all, the party of Hendrik Verwoerd and white supremacy: it was the NP that reinforced and codified racial separation under the banner of apartheid during its 46-year rule before yielding to the black majority in 1994.

Marthinus van Schalkwyk, the young Afrikaner who took over from former President F.W. de Klerk as party leader a year ago, is grappling with the nearly impossible task of saving the NP from extinction and giving it a role to play in the new South Africa. "When I took over from FW," he admits, "I knew this was not going to be easy."

This exaggeration seemed less extreme with every revelation of the activities of the apartheid state – including assassinations, torture and a chemical weapons programme – that emerged from the hearings of the Truth and

Reconciliation Commission. The NP won 20 per cent of the vote in the country's first all-race election in 1994, which gave them 82 of the 400 seats in parliament, and it is still the official opposition to the ruling ANC. But that presence is out of all proportion to its political weight today.

In the latest opinion poll, support for the NP dropped to 9 per cent. With a mere seven parliamentary seats, the liberal Democratic party (DP) has proved more effective at articulating white resentment of crime, corruption and incompetence under the ANC-led government.

Recent local election results have mostly been catastrophic for the NP – in the conservative white town of Rosettenville south of Johannesburg the DP won nearly 50 per cent of the vote in what was regarded by the NP as one of its safest strongholds – and party officials have defected to rival organisations such as the DP, the ANC and the year-old United Democratic Movement (UDM).

Not all the news is bad for the NP, which has itself gained a few defectors from other parties as politicians manoeuvre themselves into position ahead of this year's general election. But Mr van Schalkwyk is struggling to hold the NP together and brand it as a centre-right party with multiracial support. In September he relaunched it as the "New National Party", complete with a new logo of a rising

sun, and went on the offensive over the three issues likely to appeal to voters: crime, unemployment and education.

Tapping into the widespread disenchantment with the ANC's performance, the NP accused it of "creeping dictatorship" and of being "authoritarian, corrupt and inept". Mr van Schalkwyk says he can now comfortably address meetings in black communities where Mr de Klerk was driven out by angry demonstrators in 1994. The NP, he says, can attract

The message is: 'If you want a party which knows how to govern, vote for the National party'

the support of teachers and nurses: "the kind of middle-class black voter who wants delivery, order, discipline". The message is: "If you want a party which knows how to govern, vote for the National party".

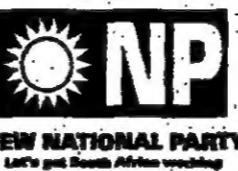
The NP's fate depends largely on whether the "coloureds" of the Cape – the mainly Afrikaans-speaking racial group with a mixture of Malay, white and indigenous origins – will be convinced by the NP's newfound multiracialism and vote for it out of fear of

black domination as they did in 1994. It was their support which installed the NP as the provincial government in the Western Cape. But opinion polls show the ANC and the NP are neck and neck in the province.

Rival parties are already waiting to feast on the party's corpse. When Sam de Beer, NP leader in Gauteng province, defected to the UDM in August, the ANC said his departure merely confirmed the NP's "reserved place on the rubbish dump of history". More recently, Ryan Coetzee of the DP mocked the NP's relaunch. "The NP is in terminal decline," he said. "No lacklustre effort to reinvigorate the party with a new logo and policy package is going to change that fact."

Mr van Schalkwyk himself, a chubby, bespectacled 38-year-old who appears decent but lacking in charisma, has been blamed for failing to halt the NP's decline. The most telling jibe came from Willie Breytenbach, a professor at Stellenbosch University, who said he came across as a "kotbroek" – a boy in short trousers.

But a bigger problem is that the NP – founded in 1914, two years after the ANC – has lost its raison d'être as the ruthless promoters of Afrikaner nationalism. The new South Africa has its faults, but their origins often lie in the era of NP rule: few South Africans believe that the party of apartheid has the answers.



NEW NATIONAL PARTY

Left: logo of the relaunched 'new' National party. Above: Marthinus van Schalkwyk, its leader, who says he can attract support from 'the kind of middle-class black voter who wants delivery, order, discipline'.

"Service is being there when you're needed."

A New Perspective.

STORAENSO

ذات من الأصل

Israel gears up for May elections

Pakistan newspaper group delays wages

By Farhan Bokhari in Islamabad

Payment of salaries to the 3,000 employees of the Jang newspaper group, Pakistan's largest, has been delayed, in a sign of the group's growing financial problems.

The group, which says its newspapers have a combined circulation of about 1.7m a day, or half of Pakistan's total newspaper sales, has faced months of official investigations into alleged tax evasion.

Tax authorities have frozen seven of its bank accounts in Pakistan used for operational expenditures. The group's newsprint stores have also been raided by officials probing its records. The pressure has forced the group to cut the number of pages in its newspapers.

The group says it has been

served with a Rs2bn (US\$31m) tax bill because of alleged evasion of taxes and overstatement of circulation figures.

Journalists and human rights activists say the official investigation is an attempt to force the group to sack some of the journalists who write for the Jang, the largest circulation Urdu newspaper, and The News, its sister English language publication.

The government says, however, that the case is purely a tax issue, and denies its action is an attack on the free press or independent journalists.

A senior executive of the group said yesterday: "Our problem is that our accounts are frozen, and for the first time we are not in a position to pay our salaries".

Businessmen in the advertising industry said the group had quietly approached businesses and banks to seek short-term

Reprisal fears as attack leaves 16 worshippers dead

At least 16 Shia Moslem worshippers were killed and 25 wounded yesterday in Pakistan's Punjab province, in one of the country's worst incidents of sectarian violence, writes Farhan Bokhari.

Worshippers were sprayed with bullets in a predawn attack at Shah Jamal, about 350 miles south-west of Islamabad.

The killings triggered fears of reprisals from militants in the Shia community. Although no

one claimed responsibility, police were last night investigating links to the "sipah-i-sababe", a militant Suni Moslem group opposed to Shias.

The attack came just a day after four people died in a bomb blast near Lahore, apparently aimed at Nawaz Sharif, the prime minister.

Groups such as the sipah-i-sababe flourished during western-backed opposition to the Soviet occupation of

press. The law has been applied selectively to us."

Independent analysts said the case was a selective application of Pakistan's tax laws, notoriously weak.

For years, newspapers have been suspected of underestimating circulation figures to evade taxes, although there have been few cases of one newspaper being singled out in an official probe.

Human rights activists say the outcome of the case could have long-term repercussions for Pakistan's free press, which has thrived in the past 10 years of democratic rule.

An escalation of the row, possibly leading to a temporary suspension of publication, would be seen as a setback for the independence of the press.

Death of the salesman spells boost for Japan

By Alexandra Harvey in Tokyo

large sales staffs to canvass the neighbourhood.

Salesmen at Toyota dealerships in Japan sell three or four cars a month, against 15-20 sold by Toyota salesmen in the US, according to Koji Endo, industry analyst at Schroders in Tokyo. These sales and employment policies, which have traditionally been geared more towards social welfare than shareholder value, are at the core of postwar Japanese corporate theory.

The fundamental logic has been that as demand grew in line with the country's economy, companies could continue hiring new workers and investing in projects almost regardless of costs such as the cost of capital, return on investments, or shareholder equity.

The trouble is that the recent recession has laid bare the high cost of such

The visit of the two salesmen proved more informative than many press conferences

inefficient management techniques. Earlier this month, Nissan and Isuzu, the car and truck groups, announced they would cut marketing subsidiaries significantly as part of a company-wide rationalisation, which is likely to mean a number of Japanese car salesmen will be out of a job.

Analysts contend that the writing is on the wall. "In Japan, car salesmen have always had to go out door-to-door, but nowadays, mothers as well as fathers are working during the day, so even if the salesmen do go out, they can't catch customers. So efficiency has been falling," Mr Endo adds.

Given that Japan's top carmakers together employ nearly 350,000 salesmen, could these staff cuts trigger another increase in the unemployment rate, already at an historic high of 4.4 per cent? Or could the end of door-to-door sales signal that the Japanese economy is gradually pulling itself out of recession through a careful reform of its management practices?

Of these, the latter seems more likely. While this means post office salesmen will have to find other outlets for their charm, it is probably a good thing for the Japanese economy.



Two men search the debris of a government-run office near Lhoksukmawu in the rebellious Aceh province

Seoul upbeat over foreign investment

South Korea said yesterday it expected a 70 per cent rise in foreign direct investment this year, Reuters reports from Seoul. However, analysts said labour and currency trends could pose problems for foreign investors.

The finance ministry said it expected foreign direct investment to sum up to \$18bn this year, up sharply from a provisional \$8.5bn for 1998.

The 1998 figures, based on investment plans filed with the government, represented 27 per cent growth from \$6.9bn a year earlier, the ministry added.

The projection was backed up by analysts. "Foreign investment will continue to grow as many equity or asset sales talks will produce fruit," said Lee Hahn-ko, president of the Daewoo Economic Research Institute.

The rise in investment, if it materialises, will greatly boost the nation's efforts to build up its foreign currency reserves and stave off a new financial crisis.

Kang Myung-hoon, an economist at the Hankyu Economic Research Institute, said: "Active foreign investment will be especially important as it could make up for the expected drop in the current account surplus."

South Korea's current account surplus has been forecast to dip to \$20bn-\$25bn this year from a projected \$40bn last year, compared with an \$8.7bn deficit in 1997.

The ministry said foreign investors would look in par-

ticular towards the nation's financial, tourism and petrochemical industries.

Government data showed \$31 per cent, or \$3.46bn, of the total investment plans received in 1998 were to take over existing business operations from Koreans.

Big investors last year expected foreign direct investment to sum up to \$18bn this year, up sharply from a provisional \$8.5bn for 1998.

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Habibie plea for end to violence

Indonesia's President B.J. Habibie yesterday urged Indonesians to end the violence sweeping the country as thousands of troops fanned out in the rebellious province of Aceh after a weekend of bloodshed, Reuters reports from Jakarta.

Troops on Sunday opened fire on a mob of thousands attacking government buildings in an area near the industrial town of Lhoksukmawu in Aceh, 1,000 miles north-west of the capital Jakarta on the northern tip of Sumatra.

"Nine civilians were shot

[dead], 23 suffered heavy injuries and we have detained 123 people," a police chief said. "We fired warning shots and then shot at the separatists." He said local separatist groups had used crowds as human shields during the unrest.

Locals said Lhoksukmawu was quiet and businesses and shops were open as usual.

Separatist movements have been simmering for years in the resource-rich, staunchly Moslem province. Locals and human rights groups say a nine-year army crackdown against the rebels resulted in widespread

torture, rape and executions.

In August, the military apologised for its past abuses in Aceh and withdrew all combat troops. But violence has persisted.

Witnesses said that in the weekend's violence rebel snipers had opened fire on troops from rooftops, with the protesting crowds of thousands stuck in the middle.

Separatist protests in Indonesia have gained momentum since the fall of former president Suharto in May after 32 years of iron rule.

Malaysia's grievances push their way out of the shadows and into the open

Anwar's eclipse has become a symbol for unprecedented resentment, reports Ted Bardacke in Arau, North Malaysia

Hajim Ahmed has never demonstrated on the streets of Kuala Lumpur. But the frustration in the soft voice of this middle-aged paddy farmer, standing in the lush fields of his community nestling against the limestone cliffs marking the Thai border, resonates as loudly as the shouts for political reform from angry young people in the Malaysian capital that dominated the end of last year.

"We want things to be fair. We want people, ordinary people, to be heard," Mr Hajim says. He complains that in Umno, the country's ruling party, "you can't speak, only listen".

A lifelong Umno voter whose computer engineering son is a beneficiary of Prime Minister Mahathir Mohamad's New Economic Policy, Mr Hajim broke ranks with the party last year and voted for the Islamic opposition Pas party in a parliamentary by-election.

Many of his neighbours did so too, sending Umno to its first defeat ever for national office in the state of Perlis, months before the sacking of ex-deputy prime minister Anwar Ibrahim sent shock-waves through Umno.

Yet Mr Anwar's eclipse has become a symbol for every Malay with a grievance against the government - ranging from perceived abuse of power to too much tolerance for anti-Islamic behaviour - to identify with. For a decade those grievances lurked in the shadows

worry about a Pas forced by the present political upheaval to broaden its appeal.

"If Pas were able to talk about current issues like the economy, then Umno would be in trouble," says one senior party ideologue. So, like the recently imposed currency controls which give dissent within the Malay community," says K.S. Jomo, a prominent political economist. "This offers the potential for a sea change in Malaysian society."

Few analysts are rushing to declare the demise of Umno. For many it is the embodiment of Malay poli-

"Pas people always worry about the village," Mr Hajim explains. "Umno people do, too, but it's different. Pas comes and goes with us. Umno comes and looks around and promises to fix things. Sometimes they fix them; sometimes not. But that's not the point. They never ask us what our problems are, never ask us to be the best way to fix them, never ask us what we want."

This perceived inability to listen and consult with ordinary people - a pattern Umno members say emanates from Dr Mahathir himself - contributed to Umno's loss in Arau. When the country was in the midst of a debate about nepotism, the younger brother of the Perlis Chief Minister was chosen to be Umno's candidate.

A local dispute about land compensation for a highway project fanned resentment about the government's perceived abuse of power. When prominent local leaders spoke out against the decisions, they became the victims of an internal party witch-hunt after the election.

Yet in their thirst to regain political stability, Umno leaders seemingly wait to be quenched from above rather than energised by dissent from below.

"We've got to let people know what we are doing. If the villagers want to know, we explain," says Bahari H.J. Taib, speaker of the Perlis state assembly and Umno secretary in the state.

Mr Hishamuddin and other Umno leaders talk about how Malaysia and Umno have benefited from well thought out plans and a continual process of reform.

A nationwide campaign has been launched to inform people of the party's decisions and intentions, yet it is precisely this reliance on *datuk* that is the subject of complaints.

Some district leaders chairing the information meetings are said to have been shouted down while others admit to having been confronted with silence.

Umno's acting youth chief, whose predecessor was arrested along with Mr Anwar, told The Star newspaper.

Umno leaders talk about how Malaysia and Umno have benefited from well thought out plans and a continual process of reform.

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"We need some time to resolve this. Then the people will see that every angle is under control. The end result is, they will get some advice from our Prime Minister."

INTERNATIONAL ECONOMIC INDICATORS: BALANCE OF PAYMENTS

Trade figures are given in billions of European currency units (Ecu). The Ecu exchange rate shows the number of national currency units per Ecu. The nominal effective exchange rate is an index with 1980=100.

UNITED STATES

	Value Exports Current account balance Index rate	Value Imports Current account balance Index rate	Value Exports Current account balance Index rate	Value Exports Current account balance Index rate	Value Exports Current account balance Index rate
1987	229.2	-131.8	-145.8	1,154.1	107.8
1988	272.5	-100.2	-108.4	1,183.0	100.5
1989	330.2	-98.3	-94.9	1,101.7	104.9
1990	308.0	-79.3	-72.1	1,274.8	100.0
1991	340.5	-82.3	-82.3	1,239.1	98.5
1992	347.4	-84.7	-84.7	1,277.5	98.5
1993	397.9	-88.7	-88.7	1,170.5	98.5
1994	432.3	-127.0	-104.4	1,165.7	97.6
1995	452.3	-122.8	-89.2	1,202.8	91.8
1996	490.0	-135.9	-107.7	1,252.6	96.8
1997	509.8	-160.5	-137.2	1,193.9	104.4

4th qtr. 1987 157.0 -61.5 -60.0 1,124.5 106.4

1st qtr. 1988 159.2 -47.9 1.0 1,087.4 106.1

2nd qtr. 1988 151.8 -53.5 -51.4 1,102.0 110.8

3rd qtr. 1988 146.0 -53.2 1.0 1,120.5 110.5

1989 151.8 -53.5 -51.4 1,120.8 110.5

1990 152.0 -53.2 1.0 1,120.8 110.5

1991 152.2 -53.5 -51.4 1,120.8 110.5

BRITAIN

EUROPEAN UNION DEFENCE PROGRAMME GOVERNMENT INCREASES PRESSURE ON FRANCE AND ITALY IN FRIGATE DISPUTE

Minister refuses to sign missile contract

By Alexander Nicoll,
Defence Correspondent

Britain is stepping up pressure on France and Italy to resolve problems surrounding the £20m (\$13.4bn) Horizon frigate project, one of Europe's most important collaborative defence programmes.

The UK Ministry of Defence is declining to sign a contract for the principal anti-air missile system (PAAMS), the vessel's main weapon, until disagreements

with its French and Italian counterparts over the ship are resolved.

The main features of the missile programme have been agreed, and the contract is ready to be signed.

But a UK defence ministry official said yesterday: "We welcome the progress on PAAMS. We urgently need

similar progress on Horizon. Only when that progress has been achieved would it be appropriate for us to initial the PAAMS contract."

George Robertson, the

chief UK defence minister, had set an end-1998 deadline for resolution of problems which have dogged the project for years, and the issue was raised at last month's Anglo-French summit.

Officials and industry executives refused to give details about outstanding issues, which are thought to involve balancing the frigate's capabilities with affordable costs, as well as arrangements for developing and producing the vessel.

The ministry official said a joint governmental steering committee has invited the manufacturing companies involved to propose a "more robustly structured industrial organisation". The designated prime contractor for the project is a joint venture consortium comprising France's DCN, GEC Marine of the UK and Orizzonte of Italy.

Defense News, a US weekly publication, reported the UK government wanted GEC to become the project's leader as part of an overhaul

of the industrial structure. However, the official said governments had invited ideas from the companies and were not pushing any particular solution.

Britain's Royal Navy urgently needs the frigates to replace ageing Type 42 destroyers. Some UK defence experts have called for Britain to produce the ships without collaboration.

However, abandoning the tri-nation programme, or a further delay, would be a serious setback to European

efforts to collaborate more closely on defence and to encourage industrial consolidation. A prime requirement of that is greater harmonisation of procurement between governments.

An industry executive said the companies were alive to Mr Robertson's requirements, which had "focused minds a great deal". The consortium "has made progress towards meeting the customers' key requirements in a way which governments regard as affordable".

MILLENNIUM FUTURISTIC BUILDING MAY BE PERMANENT FIXTURE

Film, media and property companies eye the dome

By Alice Rawsthorn
and Brian Groom

The government has been approached by four consortia — including Hollywood movie studios, media and property companies — interested in taking over the Millennium dome after 2000.

The futuristic building at Greenwich in south-east London is costing £275m (\$462m) to build and will house several exhibitions illustrating aspects of British life. Ministers are seeking a long-term use after the millennium celebrations that will allow it to become as permanent a fixture as the Eiffel tower in Paris.

Two of the consortia, both of which involve a Hollywood studio as well as several European media groups, propose to turn the dome into a film and television production complex together with a theme park.

The US studios may include Warner Bros, which has long been searching for a UK location for a studio and theme park with Lord Hollick's United News & Media group, as well as Sony Pictures and Walt Disney.

The other two consortia, both led by property companies, intend to use the site as a conference centre and an

Blair accused of choosing 'crony'

The opposition Conservative party yesterday accused Tony Blair, the prime minister, of "cronyism" after he appointed his long-standing friend Lord Falconer to take over from Peter Mandelson, who resigned from the government last month, as government shareholder in the Millennium Dome.

Peter Ainsworth, the Conservatives' culture spokesman, said the dome badly needed someone from outside politics to run it to give it credibility. Lord Falconer, 47, shared a flat with Mr Blair during the 1970s when both were young lawyers in London. He gave up his legal practice in 1997 to become solicitor-general in the Labour government.

Innovation park composed of low rent workshops and offices for young companies involved with industries such as internet design and computer games.

All four approaches have been made informally. The government will not con-

sider formal bids until the middle of this month when the Cabinet Office is expected to start the process of auctioning the site to a new owner for when the Millennium Experience ends.

The government is keen to remove the risk of the dome structure being dismantled to make way for, say, a residential or retail development. The terms of the Cabinet Office auction are expected to be worded specifically to prevent this.

The movie studio and innovation park would be politically acceptable to the Labour government by fitting neatly into its policy of supporting creative areas of the economy. The government is keen to encourage film makers from outside the UK, particularly Hollywood studios, to make long-term investments in UK production as part of its efforts to sustain the film industry's recent revival.

It is also eager to enhance the UK's reputation as a source of talented software designers. Digital media, notably computer games and internet design, was recently identified as one of the fastest growing creative sectors with the potential to create 80,000 new jobs over the next decade.



Losing his head: a worker hangs up to dry some of the 5,000 cannabis plants PA

First cannabis harvested under licence for medical research

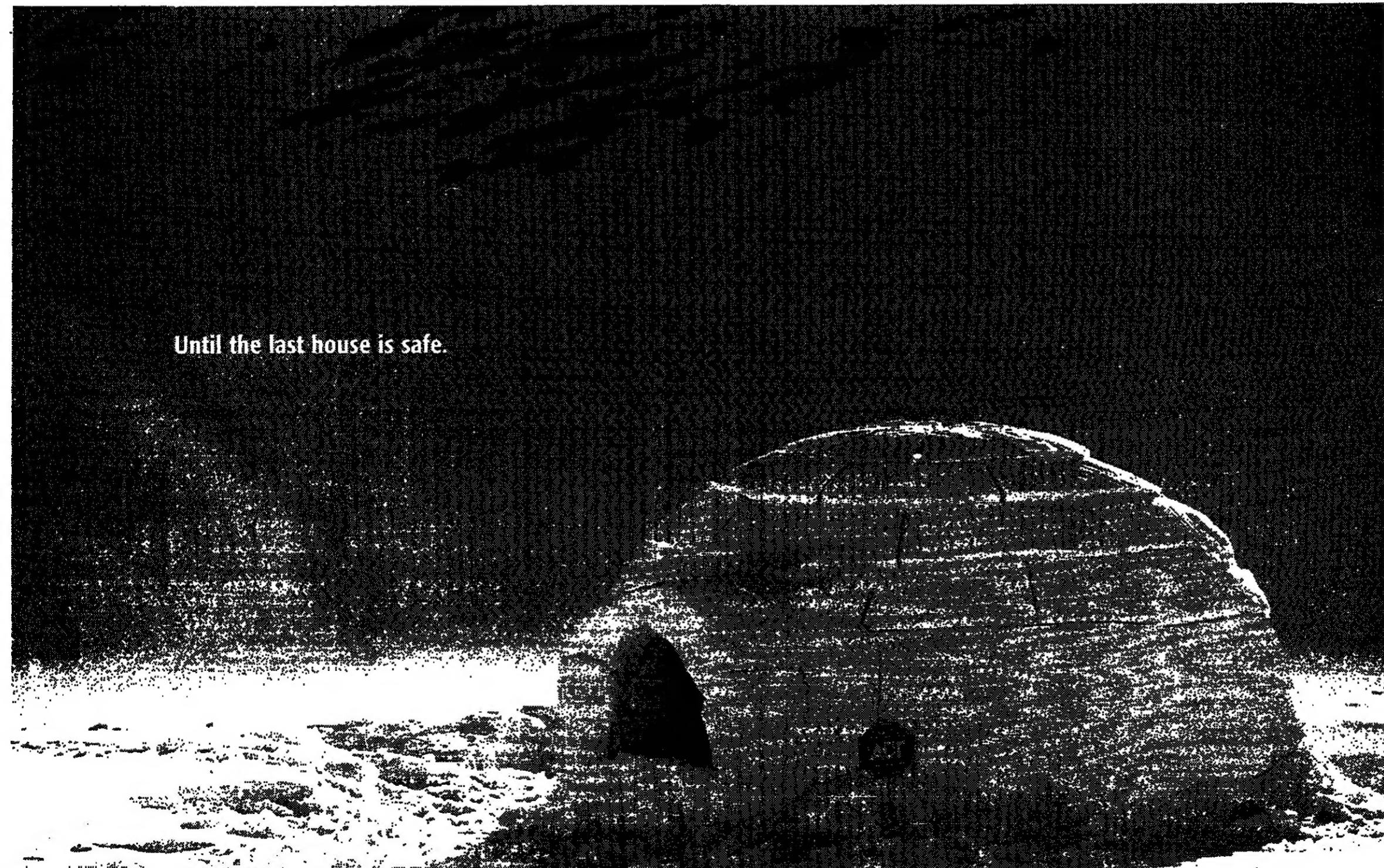
The first cannabis plants grown with government approval are being harvested. Simon Buckley writes.

The crop of 5,000 plants was sown in August in a glasshouse at a secure farm in southern England.

They are being cultivated by GW Pharmaceuticals, under government licence,

as the first step in a research programme into the possible medicinal uses of cannabis. GW Pharmaceuticals is collaborating with HortaPharm BV, the Dutch medicinal cannabis breeding specialist, which has extensive experience in cultivating cannabis for medical purposes.

The government has been impressed by growing evidence that cannabis may have important therapeutic value and could be particularly useful as a pain killer in treating illnesses such as multiple sclerosis and epilepsy. Trials will begin soon and up to 2,000 people are expected to take part within two years.



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Blair aims
to speed up
talks on SA
trade deal

NEWS DIGEST

MANUFACTURING

Falls in output increase pressure for rate cut

Fresh evidence pointing to a sharp contraction in the manufacturing sector has intensified pressure on the Bank of England, the UK central bank, to cut interest rates this week. Companies have suffered sharp falls in output, orders and the prices of goods they produce, according to the latest monthly survey. But the rate of contraction has slowed slightly, suggesting a recent weakening in the value of sterling may be easing pressure on exporters. The Chartered Institute of Purchasing and Supply, which compiled the index of more than 300 manufacturers, said prices were falling at their fastest rate for at least seven years. The index showed manufacturing activity falling for the ninth month in succession during December. The reading of 42.8 was slightly higher than 41.7 in November. A reading of less than 50 indicates the sector is shrinking. The latest reading is the second-lowest since the survey began in January 1992. Christopher Adams, London

CREUTZFELDT-JAKOB DISEASE

Two more deaths recorded

Two more people died during November from the new variant of Creutzfeldt-Jakob disease, which is linked to BSE or "mad cow disease". The figures from the Department of Health yesterday bring the death toll for the first 11 months of 1998 to 12; there were 10 deaths in 1997 and 10 in 1996. Scientists say that because the disease has a long and unknown incubation period it is still too early to predict how many people are likely to develop the fatal brain disease as a result of eating BSE-contaminated meat during the 1980s, before precautions were introduced.

OIL INDUSTRY PROTEST

13 arrests at Shell UK office

Police arrested 13 demonstrators yesterday after they barricaded themselves into the London offices of executives at Shell UK. They said they wanted oil companies to leave southern Nigeria in support of the Ogoni, the local tribespeople. The protesters had refused to leave despite a plea from Chris Ray, the outgoing chairman of the company, whose office was one of those targeted. The eight men and five women were taken to a local police station on suspicion of causing criminal damage.

TRAVEL IN SCOTLAND

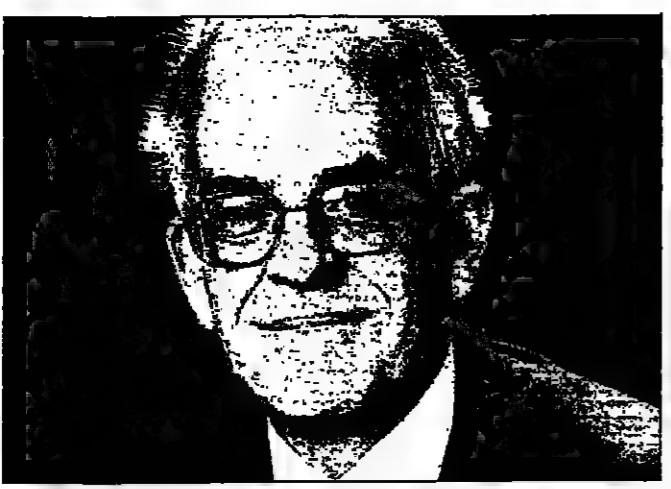
High winds cause chaos

Flights from Glasgow and Edinburgh airports in Scotland were cancelled yesterday as winds reached more than 110kph. Great North Eastern Railway services between Scotland and England were delayed as overhead wires were brought down. Several flights and ferry services to Northern Ireland and the Scottish Islands were also cancelled. In central Scotland, the Meteorological Office issued a severe weather warning as winds gusting at up to 130kph caused traffic chaos. Andrew Taylor, London

Top ministerial 'fixer' to resign

Ministerial
chief in
row quits

PEOPLE & ENVIRONMENT



James Clark promoting chemistry in its widest sense

ENVIRONMENT GREEN CHEMISTRY

Formula for a fresh focus

Environmentally friendly chemical processes are the priority of a new initiative, writes Simon Hadlington

Over the past two or three years, the chemical industry's tarnished image worldwide has spurred the development of processes and technologies that result in more efficient chemical reactions that generate little waste.

The trend is called "green chemistry," and has led to a number of initiatives appearing around the world. In the US, a Green Chemistry Institute was established recently, while last year India staged its first green chemistry conference.

"The concept of green chemistry was first articulated in the early 1980s but has gained wider currency only in the last two or three years," says James Clark of York University in the UK.

Prof Clark is one of the principal founders, and first director, of the Green Chemistry Network, a UK organisation due to be launched early this year. It aims to promote practices that reduce the environmental impact of chemical processes and products.

He and his fellow organisers hope the initiative will also go some way to improving the chemical industry's public image. The aim of the new network

will be to bring together anyone with an interest in green chemistry, to organise training courses and conferences, and to work with educationists to produce teaching materials for schools and universities.

"The two most important aspects of the network are in education and in promoting chemistry in its widest sense. It is very important for the subject and the industry that we seek to improve its image by showing that we are concerned about its environmental impact and that we are making a real effort to improve things," says Prof Clark.

Alan Curzons, a member of the Environmental Product Stewardship group at SmithKline Beecham, one of the world's biggest pharmaceutical companies, is enthusiastic about the project. "The network will help to generate a global overview of research in the broad area of green chemistry, and as will assist in allowing research to develop along the right lines. I think it is important that we see a more needs-driven research programme."

Mr Curzons believes the network will have an important role in educating chemists. "Green chemistry is very much at the front end of the chemical process - it is much more than merely waste prevention. In many respects it is a 'mindset' thing, to get people to look at the whole process and to introduce those concepts to the trainers and educators."

It has also attracted some

Braddock leaves True North for internet service business

Richard Braddock, a former number two at Citicorp, is to step down from the board of True North Communications following his decision to take up a new post in the fast-growing world of internet commerce.

He has decided to take the position of chairman and chief executive of Priceline.com, an internet service that allows people to bid for airline tickets at less than the normal published price.

It is the latest in a series of moves for Braddock, 56, following his departure from Citicorp in 1992. In his 20 years with the bank, he held a variety of senior executive jobs, culminating in the position of president and chief operating officer.

He left Citicorp to become chief executive of Medco Containment Services, a managed care drug sales company, until its sale to Merck in 1993. He then joined Clayton Dubilier & Rice, the New York investment firm.

In late 1997, after True North's acquisition of Bozell Jacobs Kenyon & Eckhardt, Braddock was named non-executive chairman to allow Bruce Mason, True North's chief executive, and Charles Peeler, president, to focus on integrating the two companies.

Apart from being the world's sixth-biggest advertising holding company, True North is also owner of Modern Media, Poppe Tyson, one of the largest interactive media companies, so Braddock's decision to take the top job at Priceline.com could have presented a potential conflict of interest with his continued membership of True North's board.

Braddock, who received an MBA from the Harvard Graduate School of Business Administration in 1965, joins Priceline.com at a significant moment in its short history. The company began operations less than a year ago, yet has already announced plans for an initial public offering.

Woollett said yesterday that Reunion was not at present managing any exploration

controversy, since most big US airlines have said they do not provide Priceline.com with tickets at prices other than those available through normal channels.

Richard Tomkins, New York

Foster promoted at Reunion

Nick Graham, one of the two geologists who founded Reunion Mining, the company developing Africa's biggest zinc mining project, is stepping down as managing director.

He is succeeded by Michael Foster, who for the past two years has been the board member responsible for Reunion's new business development.

Graham and Andrew Woollett, chairman, set up Reunion, which



Foster promoted by State Street

is listed in London, in 1989. The company is earning 60 per cent of the Skorpion zinc project, situated inside the diamond area known as the "forbidden zone" of Namibia's Skeleton Coast, from Anglo American Corporation of South Africa, which discovered it in 1976 but could not find a way of profitably releasing the zinc from the ore.

Skorpion is expected to be one of the world's top 10 zinc mines - and the lowest cost mine of its type - with an annual output of 160,000 tonnes of refined zinc. Its production will add about 5 per cent to Namibia's gross domestic product.

Woollett said yesterday that Reunion was not at present managing any exploration

projects, this was being looked after by joint venture partners, and day to day management of the company was increasingly being handled from the London office.

Graham wanted to remain a resident of Zimbabwe and had offered to stand down as managing director. He will remain on the board and continue to oversee Reunion's interests in Zimbabwe and the Dumborn gold mine in Zambia.

Foster, who is taking over immediately, is also a geologist who, after graduating from Scotland's University of St Andrews in 1974, worked for De Beers, the South African diamond giant, in Botswana, Congo (formerly Zaire), Angola and Sierra Leone. In 1984 he completed an MBA at London Business School before setting up Centurion Mining, a UK-based company that operated some small underground gold mines in South Africa. He joined Reunion in May 1995 and became a director the following November.

Moving places

• The Bank of Bermuda (New York) has appointed Drew Douglas business development manager, North America. He will be responsible for managing the business development initiatives of the Bank's corporate trust services. Previously, he served as a relationship manager at Bank of Bermuda Ltd in Bermuda.

• John Fiore (pictured) has been named chief information officer and head of State Street Corporation's information technology group. He succeeds James MacDonald. Fiore, who joined State Street in 1992, most recently was chief information officer for State Street Global Advisors.

• The New Zealand Dairy Board, owner of the UK butter brand Anchor, has appointed Fernando Guerra, currently managing director of Anchor Foods and the New Zealand Dairy Board's global category director for yellow fats, managing director of all consumer dairy operations of an extended Europe.

• IMS Health has elected

Victoria Fash, currently president and chief operating officer, chief executive of the corporation. Fash, 48, succeeds Robert Weissman, 58, who continues as chairman of the board.

• Ispat International has promoted Johannes Stittard, 55, to president and chief operating officer of Ispat International, from his earlier position of chief operating officer. Mittal has also appointed Robert Darnall president and chief executive of Ispat North America. This is a new appointment, which was expected to arise on the completion of Darnall's responsibilities at Inland Steel Industries, following the sale of Inland Steel Company to Ispat International in July.

• Australia and New Zealand Banking Group has appointed Alison Watkins head of group strategy. She was previously with consultancy group McKinsey & Co.

• Hang Seng Bank has appointed Simon Penney a director of the bank, replacing retiring director John Strickland. Penney is chief financial officer of Hongkong and Shanghai Banking Corporation, while Strickland is currently HSBC chairman.

• Hasbro, the world's second-largest toy maker, has named Quaker State's chief executive and chairman Herbert Baum, 62, its new president and chief operating officer.

• Andersen Consulting Espana has appointed a new board after becoming a limited company. Pedro Navarra has been appointed chairman and Carlos Vidal managing director. There are another 10 partners on the board. Navarra will head financial services for Europe, Latin America and South Africa. Vidal will be responsible for Spain, Italy, Portugal, Greece and Latin America.

• Global Industrial Technologies has named Rawleed Fulgham chairman and chief executive, Graham Adelman president and chief operating officer and Alfred Williams chief financial officer and senior vice-president. Fulgham had been elected chairman and appointed acting chief executive and president earlier this year.

• German automobile maker BMW has appointed Felix Hennberger president of BMW Asia. Hennberger, 50, was

previously area manager of sales and marketing at BMW headquarters in Munich. He will replace Kay Siegler, who will assume a senior management job at BMW in Munich.

• British Petroleum has appointed Greg Bourne regional director for the company's Australian and New Zealand operations. Bourne, previously BP's regional director for Latin America, succeeds Ron McGimpsey who will become chief administrative officer for BP Amoco in the US.

• The European Community Shipowners' Association has appointed AP Moeller Group's Knud Pontoppidan its new president, succeeding Brian Ken Pontoppidan is currently vice-chairman of the Danish Shipowners' Association and chairman on Maritime Transport at the International Chamber of Commerce.

• Micro Focus has appointed Ken Sexton chief financial officer. Sexton was formerly chief financial officer of Interolv, which was recently acquired by Micro Focus. He replaces Rick Van Hoesen, who becomes general manager of the company's largest business unit, Application Development Solutions.

• Gary Titterton has been appointed president of DMB&B Asia-Pacific. He was previously executive vice-president, Asia-Pacific, McCann-Erickson.

• United Distillers and Vintners, the spirits and wine division of Diageo, has appointed John Phillips to the new position of president, UDV Wine Group. Phillips, 41, will be based in San Francisco and will report to London-based Jack Keenan, UDV's chief executive. Phillips is currently managing director for UDV's Northern Cone region of South America.

• International Flavors & Fragrances has promoted Nicolas Mirzayan to vice-president, Europe, Africa and the Middle East and commercial and creative director of its subsidiary International Flavors & Fragrances (France). He joined IFF France in 1989 and was promoted to vice-president (IFF-US) in 1996. Harry van Geelker, IFF France managing director, has left the company and Carlos-Alberto Lobosco, vice-president, will become managing director of IFF France.

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You can now obtain the project list from IDAL or UNIDO offices and initiate preliminary contacts with local potential partners and financial institutions. During the Forum, you will thus be able to meet your potential partner and finance and profit from this unique opportunity.



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THE ARTS



Dartington alumni: 'The Sleeping Pool' by Cecil Collins; and a stoneware with iron glaze tile, c.1925, by Bernard Leach

The importance of painterly relationships

William Packer on an exhibition which looks at artists connected both with west Cornwall and three influential art schools during the 1930s-1950s

Art Education is a vexed and vexing matter, most especially at the higher levels. Many wonder how something apparently so subjective can be taught at all or, even if it can, why on earth it should be. Certainly, for the last 30 years Britain's art schools have been subject to constant financial stricture by government ministers, and to administrative assault by parent colleges and polytechnics (now universities) charged with their support – even while paying lip-service to their educational excellence and importance.

These are important matters, and certainly worth a public airing in a public institution, if only by implication. The exhibition now at the Tate at St Ives, which

looks at the several and distinct relationships informally established between three particular schools and artists associated with west Cornwall from the 1930s to the 50s, is therefore both timely and welcome. And if the exhibition tends to assume, uncritically, that whatever the change represented or advance proposed was necessary and right, that is but the established liberal reflex. That said, however, a full and disinterested examination of art education as it has been practised and developed in England and Scotland over

the past 100 years would be salutary.

The three colleges concerned here are Dartington Hall in Devon, the Bath Academy of Art at Corsham Court, and the Department of Art at Leeds University. Dartington, which finally closed in 1996 amid some controversy, had been set up in the mid-1920s by Dorothy Elmhirst, a rich American widow, and her English second husband, Leonard.

The emphasis from the start was very much on craft and practice, which is crucial in the present state of things. As Eileen O'Casey, a

sometime pupil, puts it: "the purpose of a school is to hand on knowledge gained with so much difficulty by one's forebears", and even now, who would quarrel with that? It is not by chance that O'Casey is herself an artist in her own right, and as exquisite a craftsman as any we have.

Bernard Leach, who had only a little earlier established his own pottery at St Ives, was soon closely involved with Dartington, insisting upon the importance of pottery, advising the Elmhirsts on the building-up of a collection of pots,

both ancient and contemporary, for the benefit of the students, and putting them directly in touch with artists and craftsmen such as Shoji Hamada and Ben Nicholson. Other artists who subsequently came to teach at Dartington were the American abstract painter, Mark Tobey, in the 1930s, with his strong oriental influence; and in the 1940s, the mystical symbolist painter and poet, Cecil Collins, and his wife Elizabeth. Again with Collins the irony is palpable: he finished his teaching career at the Central School in London in the 1960s iso-

lated and embattled against

the trend of modern orthodoxy. The connection with Leeds was first made shortly before the war, with the move to St Ives of Barbara Hepworth, her husband, Ben Nicholson, and their young family. She had studied at Leeds College of Art some 20 years before, a year ahead of Henry Moore. The young Patrick Heron, too, though already settled at St Ives, had Yorkshire connections through his father's family.

But it was the endowment

in the early 1960s of the

Gregory Fellowships at

Partnership and Practice: Tate Gallery, St Ives, until April 11; supported by the Comer Foundation Board, and Great Western.

Musical wonders of the west

Michael Tilson Thomas has galvanised the SFSO. Timothy Pfaff looks forward to their European tour

Michael Tilson Thomas has been the first music director to put an indelible personal stamp on the San Francisco Symphony since Pierre Monteux a half-century ago. The night his appointment was announced, in 1993, he led the orchestra he had guest-conducted for 20 years in a galvanising performance of Stravinsky's *Le Sacre du Printemps*, heralding the changes he has since wrought on two decades of orchestral building by his predecessors, Edo de Waart and Herbert Blomstedt. Even if he has never proved able to work quite the same magic on *The Rite* since then, that first promise has been substantially fulfilled.

The San Francisco public buys him in every way, including at the box office; and, although the city has, in the same period, had an equally starry mayor, a semi-serious joke has it that MTT could unseat him. As important, Tilson Thomas has won the favour of the local and national press – which now regularly taunts America's Big Five orchestras with the wonders being wrought "out west" by Tilson Thomas and the Los Angeles Philharmonic's Esa-Pekka Salonen. And those of us who have been weekly reviewers for

the last quarter-century set out for Davies Hall with a lighter step almost any night Tilson Thomas has the stick.

That said, it has been an odd first half of the season, particularly in the wake of last summer's triumphant Mahler celebration. Tilson Thomas's trenchant advocacy of American music in virtually all forms appropriate for orchestral musicians – arguably his greatest gift to the ensemble and its audience – bore rich fruits in a far more substantial than usual opening concert, built around the Gershwin centennial. Tilson Thomas's sensitivity is ideally suited to Gershwin's melding of myriad forms and idioms in a slightly brittle orchestral fabric. Add his sure-fire penchant for show business, and the result was a series of thrilling concerts – which are already thrilling on a simultaneously released two-CD set from BMG.

But the season's first subscription concert revealed the underside of the Tilson Thomas enterprise. A short piece of little-known Ives, from the *Steppes to the Mountains* – brilliantly executed by the brass section that remains Blomstedt's great legacy to the orchestra – was followed by a Henry

Cowell piece, *Music 1957*, of little inherent interest. Most dispiritingly, particularly after the acuity of last summer's Mahler, was a sloppy Mahler First Symphony that lacked formal coherence even more grievously than it did smart or integrated playing. Tilson Thomas never had problems getting

Tilson Thomas's advocacy of American music in virtually all forms appropriate for orchestral musicians bore rich fruits

under the skin of a piece; getting on top of it can sometimes prove more problematic.

The challenges this season have included tackling the conspicuous instability of personnel. In the single most important act of orchestra-building in more than two decades, Tilson Thomas courageously declined to

renew the contract of Raymond Kobler, whom Edo de Waart had brought on board as concertmaster but who never cut the mustard, particularly on solo outings. Several prominent contenders for the post have "auditioned" in concert – most promisingly Jorge Fierman, a former associate concertmaster whose performance of the Sessions concerto some years ago still lingers in the memory.

A similarly grievous problem is that of the principal cello chair. Both the principal and associate principal cellists are absent on medical grounds, and the section has lost its identifying sound and its position as anchor of the strings. Offsetting that, over his four seasons Tilson Thomas has worked wonders at fortifying the high string sound and integrating the strings overall.

Other personnel changes concern the orchestra's administration. Brent Assink, a former general manager, has been announced as the successor to the executive director of 21 years, Peter Pastreich – who, despite a famously abrasive manner and fraught relations with the musicians, has kept the orchestra in sound financial shape and

was reputedly savvy in countering Tilson Thomas's artistic impulsiveness. Weeks after that it was announced that Paul Meechan, former general manager of the London Sinfonietta and San Francisco's general manager since only October 1997, is moving to the New York Philharmonic in March.

Given all that, it's been remarkably

"business as usual" in the hall. The best playing, which remains exciting indeed, seems reserved for contemporary music, most recently that of John Adams in the West Coast premiere of his *Century Rites* piano concerto with Emanuel Ax. While the orchestra generally plays at peak only for its music director, its single greatest performance so far this season has been a blistering, acute account of Boulez's *Notations* under Sylvain Cambreling.

Another notable event was the world premiere last month of Robin Holloway's *Clarissa Sequence*. This is a significant reworking of music from the opera, rather than the excerpts Tilson Thomas performed early in his tenure with the London Symphony Orchestra. Despite the last-minute cancellation of the soloist, Andrea Gruber, and Holloway's subsequent excision of the vocal part in the first of three movements, the 25-minute piece emerged as a *tour de force* of symphonic story-telling, dispatched by an orchestra only too happy to show off.

More troubling was a Brahms Fourth Symphony that, like the Mahler First, lacked both surface polish and architectural integrity. Like most of Tilson Thomas's Brahms, it also missed the composer's distinctive rhythmic profile – despite this conductor's wonted ability to dispatch far more difficult polyrhythms elsewhere. In standard repertoire, nothing this season has topped Tilson Thomas's Tchaikovsky Second Symphony. Hard on the heels of some breathless scampering after Martha Argerich in the Prokofiev Third Concert (in itself surely no mean feat), the conductor settled into a superbly balanced, sonically luscious, eminently right "Little Russian" – the latest in a truly remarkable series of Tchaikovsky symphonies, an acknowledged Tilson Thomas specialty but one in which he continues to grow.

One hopes Tilson Thomas's absence from the Davies Hall podium over the year-end has brought some rest to a music director who visibly needs it. Concerts since then will have drilled the orchestra for its European tour, bringing time-tested repertoire well suited to Tilson Thomas's talents: more Prokofiev by way of the Fifth Symphony, and what he and San Francisco do best – namely live with the masterly *Three Places in New England*.

Michael Tilson Thomas and the San Francisco Symphony Orchestra begin their 14-city European tour at Dublin's National Concert Hall on January 20 and London's Barbican Hall on January 21.

INTERNATIONAL Arts Guide

AMSTERDAM

EXHIBITION
Rijksmuseum
Tel: 31-20-673 2121
The Festival of Lithography: celebration of the 200th anniversary of the discovery of lithography. The exhibition consists of works from the collection, including lithographs by Toulouse-Lautrec, works by Cézanne, Manet, and Dutch artists including Van Gogh; to Jan 10

CHICAGO

EXHIBITION
Art Institute Of Chicago
Tel: 1-312-443 3600
www.artic.edu
Mary Cassatt, Modern Woman. 125 paintings, drawings and prints by the only American invited to exhibit in the Impressionist exhibitions in Paris; to Jan 10

COLOGNE

OPERA
Oper der Stadt

Te: 49-221-221 8240
Te: 49-221-221 8240
Mr Vögel: first modern staging for Walter Braunfels's opera. Premiered in 1920, it was banned by the Nazis and largely forgotten until a recent recording. This production is conducted by Bruno Weil and staged by David Mouchtar-Samorai; Jan 8

COPENHAGEN

EXHIBITION
Louisiana Museum of Modern Art, Humlebæk
Tel: 45-4919 0719
www.louistiane.dk
Joan Miró: major retrospective comprising 140 paintings, drawings, and sculptures, including works borrowed from the artist's family since the exhibition was shown in Stockholm over the summer; to Jan 10

EDINBURGH

EXHIBITION
National Gallery of Scotland
Tel: 44-131-522 8200
Turner Watercolours: shown every January for 90 years, this magnificent selection of 38 watercolours was bequeathed by the Victorian collector Henry Vaughan in 1900; to Jan 31

HAMBURG

EXHIBITION
Kunsthalle
Kandinsky, Chagall, Malevich and the Russian Avant-Garde: show tracing the art movements between the Russian revolutions of 1905 and 1918, and focusing

on attempts by artists to fuse aspects of folk culture with Western modernism. Many of the 100 works on display are loan from Russian museums; to Jan 10

HOUSTON

EXHIBITION
Museum of Fine Arts, Houston
Tel: 1-713-539 7750
www.mfah.org
A Grand Design: The Art of the Victoria and Albert Museum. North American tour of selected objects from the V&A's collection. The exhibition will travel to San Francisco later this year, before returning to London where it will be displayed in the V&A itself; to Jan 10

LONDON

EXHIBITION
Victoria and Albert Museum
Tel: 44-171-938 8500
Aubrey Beardsley: more than 200 drawings, prints, posters and books created during the brief period of the artist's fame. The exhibition marks the centenary of Beardsley's tragically early death, aged 25; to Jan 10

THEATRE

Te: 44-171-876 1115
Mr Puntill and his men Matt: Kathryn Hunter's production of Brecht's satirical comedy moves from its October run in the Almeida Theatre to the West End. Comic duo Sean Foley and Hamish McCall play the title roles; Jan 5, 6, 7, 8, 9

PARIS

EXHIBITION
Grand Palais

Te: 33-1-4413 1730

Lorenzo Lotto: Rediscovered

Master of the Renaissance. 50

paintings, many of them on loan

from churches and museums in Italy; to Jan 11

NATIONAL THEATRE
Tel: 44-171-928 2252
Betrayal: by Harold Pinter. Trevor Nunn directs Pinter's 1978 play, with a cast including Anthony Calf and Imogen Stubbs; Lyttelton Theatre; Jan 8, 9, 11, 12

LOS ANGELES

OPERA
LA Opera, Dorothy Chandler Pavilion
Tel: 44-213-972 8001
www.jacopera.org
Madama Butterfly: by Puccini. Conducted by Marco Guidarini and directed by Christopher Harkan. The cast includes Yoko Watanabe, Richard Leach and John Atiles; Jan 10

NEW YORK

EXHIBITIONS
Guggenheim Museum SoHo
Tel: 212-423 3500
www.guggenheim.org
Premises: Invested Spaces in Visual Arts, Architecture & Design from France, 1958-1998. Exploration of the different ways in which artists have engaged with space. Display ranges across installation, film, video, photography and architecture. Includes works by Yves Klein, Le Corbusier, Louise Bourgeois and Sophie Calle; to Jan 10

METROPOLITAN MUSEUM OF ART

Tel: 212-587 5500
www.metmuseum.org
The Nature of Islamic Ornament. Part II: Vegetal Patterns. Second

NATIONAL THEATRE OF PRAGUE
Tel: 420-2-2108 0131
www.anet.cz/nrd
The Nutcracker: by Tchaikovsky. In a staging by Russian choreographer Juri Grigorovic, with sets and costumes by Simon Virsaladze; Jan 5

PIERPOINT MORGAN LIBRARY

Tel: 212-665 0008
Master Drawings from The State Hermitage Museum, St. Petersburg, and the Pushkin State Museum of Fine Arts, Moscow. 120 European drawings dating from the 15th to the 20th centuries, some of which have never before been exhibited outside Russia. Includes works by Rembrandt and Dürer, with particular emphasis on the modernists Matisse and Picasso; to Jan 8

THEATRE

National Theatre of Prague
Tel: 420-2-2108 0131
www.anet.cz/nrd

The Servant of Two Masters: by Carlo Goldoni. Directed by Ivan Rajmont; Jan 11

ROTTERDAM

EXHIBITION
Kunsthal
Tel: 31-10-440 0300
Up to the bare bones: Human remains in museums. An estimated hundred thousand human beings find their last resting place in Dutch museums, whether in the form of mummies, skulls, skeletons, reliquaries or otherwise. This exhibition is the first to address this phenomenon directly, presenting exhibits from medical, sacral, ethnographical and archaeological collections; to Jan 10

PARIS

EXHIBITION
Grand Palais
Te: 33-1-4413 1730
Lorenzo Lotto: Rediscovered

Master of the Renaissance. 50

paintings, many of them on loan

from churches and museums in Italy; to Jan 11

PRAGUE

DANCE

At 08:20 Tanya Beckett of FTTV

reports live from Liffe as the London market opens.

Leeds University that made the connection a general habit, with young artists such as Terry Frost, Alan Davie and Trevor Bell being drawn north. They, in turn, drew to the south and west the artists they befriended there, such as Hubert Dalwood and Victor Pasmore.

Dalwood, at the Art School, and Pasmore, a visiting tutor from Newcastle, were among the more committed apologists for Basic Design, which led directly to the root-and-branch restructuring of the art schools in the 1980s, to which Heron would then lend his own not unpersuasive support. Here was a significant concentration of influence.

As for Corsham, also now closed, it is revealed here as a unique and enlightened place under its long-time principal, Clifford Ellis, through the post-war decades, at once respectful of the established disciplines and embracing the radical and new.

Ellis, who had taught at Dartington, maintained the central position of the crafts in direct relation to painting and sculpture. But rather more important was his absolute commitment to the principle of the practising artist teaching by presence and example, not as a substitute for the taught courses, but complementary to them. It

COMMENT & ANALYSIS



PETER MARTIN

On the cards

Manufacturers and internet companies face a tough year. But Korea's chaebols could stage a surprising recovery

Here are five fearless forecasts for 1999. Cut them out, tuck them away, and see how many come true in a year's time.

• Many of 1998's best-performing internet stocks will end the year worthless. This is likely to happen even if the overall stock market has a healthy year. It's built into the way these market valuations are achieved. Putting money into businesses which seek to create and dominate new areas of economic activity is not like conventional investment. Either the company will be astonishingly successful – a low but not negligible probability – or it will be largely worthless. It is almost impossible to tell in advance which of these outcomes will apply.

For any individual internet stock, an astronomical valuation is not absurd if you are prepared to make the leap of faith.

For internet stocks as a group, however, the collective valuation is clearly nonsense, since only one competitor in each market segment can achieve the dominance on which all are being valued. This is the year that reasoning will sink in.

• At least one of 1998's big mergers will succumb to management crisis. The most obvious threat is cultural differences where the merging companies come from widely different national backgrounds. DaimlerChrysler, Hoechst/Rhône Poulenc, Astra/Zeneca, and the coming European Aerospace and Defence company all fall into this category. Expect at least one of them to have some bumpy patches in 1999.

But cultural differences are sometimes just as acute

within national boundaries, especially where they overlap with struggles for power. Just because the former chief executives have agreed to share roles does not mean they have really adjusted to sharing power. The struggle is most acute where the roles have not been precisely defined in advance. Notoriously, the Citigroup merger leaves this giant financial institution with a co-chairman and chief executives. It will be surprising if that cosy agreement lasts its full term.

• This is the year Microsoft will look vulnerable for the first time. Not because of the Justice Department's antitrust lawsuit, which will leave the company's image battered but its business largely unaffected. Nor because of short-term operating issues – the next release of the Microsoft Office suite of programs, due out in the spring, will yield the company another huge surge of revenue. But because the computer

landscape is changing in ways that Microsoft cannot control.

As corporate computer departments emerge from their Year 2000 planning blight, the future they are thinking about will include new types of information appliance, big and small, and new rivals to Microsoft omnipresence. These include the Palm operating system from 3Com, the Symbian joint venture from Psion, Ericsson, Nokia and Motorola, the Linux "freeware" version of Unix, Oracle and Sun's alliance in database server systems, America Online's tightening grasp on the consumer internet market and so on.

Each of these is a narrow threat, and some are obscure. But together, they chisel away at the assumption that the future is Microsoft's to shape. The lawsuit – by showing Bill Gates in an unflattering light – underscores this shift in attitudes, and thus paradoxically makes

the legal outcome less important.

• The typical manufacturing company will end the year with lower unit revenues than it began. It will be the first year of across-the-board deflation for the developed world's manufacturers in living memory. The drop in prices will only be a small one, but the change in psychology will be acute, particularly in continental Europe where it will be widely – and erroneously – blamed on the coming of the euro.

The most immediate consequences will be a fresh interest in cost-saving and downsizing, often in companies that have only just finished the last round of cuts, and a host of trade complaints. Suddenly, appealing to government alleging unfair foreign competition won't be a badge of shame, it will be a routine action. There will be a lot of three-way fights between the US, Europe and east Asia.

But the more far-sighted companies will emulate General Electric, and seek to wrap a cozy blanket of services around manufactured goods to protect them against the market chill. Expect the GE business "product services", which describes these engineering-related activities, to enter common use.

• Korea's big companies will make an astonishing recovery. That is, they will achieve remarkable results at the operating level, intensifying the pricing pressure mentioned earlier. At the financial, political and family level, however, they will still be struggling at year-end, unable to reconcile the interests of their stakeholders.

It will eventually become clear that Korean stocks were, at some point, one of the world's great buying opportunities. But by the time that moment arrives, it will already be too late to participate. The iron law of hindsight will apply with its customary merciless efficiency. Whatever else it may bring by way of excitement, 1999 will in this respect be no different from any previous year.

peter.martin@ft.com

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LA BANQUE A LA FOIS

LETTERS TO THE EDITOR

Common withholding tax presents a great threat to the City of London

From Mr Howard Flight, MP

Sir, I suggest there has been a failure by both the City and Westminster to appreciate and understand both the reasons why a common withholding tax makes great sense to continental Europe where it will be widely – and erroneously – blamed on the coming of the euro.

Continental Europe suffers structural unemployment because labour is over-taxed with 40 per cent to 50 per cent add-on employment costs, where returns from capital are relatively under-taxed, particularly as the result of widespread tax evasion.

While UK law provides, in principle, for a 20 per cent withholding tax, interest paid by one bank to another bank, whether resident or non-resident, is exempt, and non-resident individuals and companies can also receive interest gross from UK banks. These exemptions have enabled the international bond markets to develop in London, following the introduction of US equalisation tax in the 1960s.

The understandable continental European objective, from its perspective, is a common withholding tax on all interest payments covering bank as well as bond interest and paid to both residents and non-residents of the EU by institutions based within the EU. A partial withholding tax would

miss the objective and be subject to widespread avoidance and evasion. Much of the German undisclosed interest income from Luxembourg represents bank rather than bond interest. Several Italian banks have already written to their non-resident depositors, advising them to stop paying with holding tax on interest payments in 1999.

If the UK, London were subject to a common EU withholding tax on the payment of all such bank interest to residents and non-residents, what is at peril is its entire position as the world's main banking capital.

The deposits would move to other financial centres such as Hong Kong and New York, where interest equalisation tax no longer applies, and with them would move the related foreign exchange and derivatives business.

Howard Flight,
(chairman,
Investor Guinness Flight)
House of Commons,
London SW1A 0AA, UK

Never mind the quality – who is in charge?

From Mr Peter Stannack

Sir, I found Tony Jackson's call for a "return to standards" ("New style quality is just a fiddle", December 29) in quality and funny at the same time.

The word "quality" has always had a multiplicity of meanings, as pointed out by David Garvin in the Harvard Business Review during the 1980s.

I have been present at many meetings between customers and suppliers where the word "quality" was bandied about freely, only to find subsequently that both parties had meant completely different things when they used the term.

As the article inadvertently points out, customers in today's markets have no

clear objective (even quality). Without clear objectives no process can be controlled. This means that no-one is "in charge" in today's markets (a fact that is clearly demonstrated by market behaviour).

"Quality" can be used to preserve the sort of ambiguity that the article bemoans, leaving the door open for both pre and post purchase manoeuvres.

What is more worrying is that Mr Jackson reinforces the illusion that "customers are in charge" in today's markets.

As the article inadvertently points out, customers in today's markets have no

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Cultural resolution

John Lloyd visits a Skoda factory in the Czech Republic and finds this former communist industrial icon thriving under foreign ownership

10 years
after

A word that crops up time and again in central European conversations is culture. Not culture in the sense of art, but in the sense of a democratic political culture, capable of settling differences by negotiation, creating an elite that observes limits to its power and greed, and developing institutions that are more than just facades.

There is another way of using culture that is particularly Czech. It refers to the industrial culture of the place that is, if not as old as Britain's, certainly long-established by eastern European standards.

Take Mlada Boleslav, the town where Skodas have been made for most of this century. Ten years' ago, the car's unreliability made it the butt of endless Skoda jokes abroad, even though the Czech company was probably the best of the former Comecon car producers. Not any longer.

In the J.D. Power survey of customer satisfaction in the UK last year, Skoda came top. Foreign investment is part of the answer. In 1991, Volkswagen took a 30 per cent share in the company, increasing its stake to 70 per cent in 1995. VW has replaced most of Skoda's management. Dr Luboš Kopecký, director of marketing for central and eastern Europe, is one of the few old hands who remained: "It was a highly difficult transition for me. I worked in a company that had no marketing. We produced and delivered to the state car network or the state export organisations. Nobody really had to work before. My secretary, for example, refused to learn

about computers; now she can't live without them. You cannot underestimate how little we knew about the outside world," he adds. "How unaware we were of multinational society."

I remembered, while talking to Mr Kopecký in the canteen next to the Skoda museum, visiting the Skoda plant in 1990 and talking to distraught, monosyllabic executives whose party cards had suddenly changed from being a ticket to privilege to a mark of Cain. The executives could see that their days were numbered.

VW has detected the existence of a buried culture and exhumed it; but this is not yet the general trend. Most Czech engineering remains substantially unmodernised and under state control.

Václav Klaus, a former prime minister and radical free marketeer, was slow to privatise Czech industry. His socialist successor, Miloš Zeman, has much work to do. There is no mainstream alternative to either capitalism or democracy – but in practice, both are moving slow to take root in the Czech Republic.

In part, this may be because in Prague, as in Gdańsk, the great symbol of liberation has fallen off his pedestal. Václav Havel, the playwright who was suppressed, censored and imprisoned by the communists, was the uncontested leader of the "velvet revolution". No central European dissident expressed better, in samizdat essays of great humanity and lucidity, the democratising experience of living under an omnipresent authoritarian regime.

His reputation, domestically and internationally, was great. But he was wholly unprepared for political office when he became president after the collapse of communist rule.

Mr Havel has been sick, he has remarried after the death of Olga, his wife, and he is suffering from the unpopularity of his second wife, a high-living actress.

More fundamentally, says Jan Urban, a former comrade, the social democratic ideals expressed by Mr Havel, which often acted as a counterweight to the neo-liberal policies of Mr Klaus, his prime minister, are now voiced by a Socialist party in power. Mr Havel no longer needs to hold a banner of freedom; it flies securely over the presidential palace.

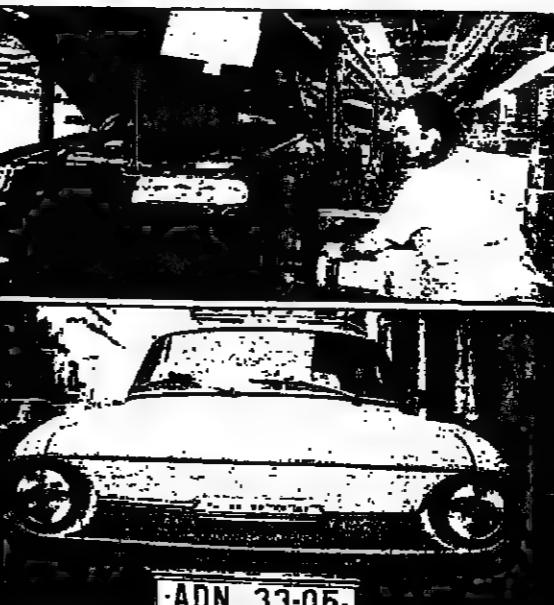
The disillusionment with freedom's leaders is also sometimes vented against the population itself. Senator Michal Zantovsky, a former spokesman for President Václav Havel, says: "The largest legacy of the communist period is a lack of moral sense. Communism bred a cynical sense of all politics.

Jiri Dienstbier, who was the first anti-communist foreign secretary of the Czech Republic, says: "I thought that people would think for themselves after 50 years of communism. But it is often not so."

"Havel and [Lech] Wałęsa save politics, naturally, as a cause," Mr Urban says. "They never understood that it is a profession, at which some people who are not warriors for a cause are good and some who are warriors are bad."

Perhaps this is normal. If to quote playwright John Osborne, there are "no good brave causes left", that is because the cause has been won and the culture can be renewed once more.

This is a continuing series. Articles on Hungary and Poland appeared on December 28 and 29 respectively.



ADN 33-05

No joke: the Mlada Boleslav factory and finished product

Sorting out the crackers from the tech stock turkeys

From Mr Geoff Miller

Sir, I read Nicky Samengo-Turner's letter (December 29) with dismay.

All too often the backers of high-tech companies complain that in this country there is not a sufficiently liquid market for tech stocks to allow venture capitalists to exit their investment. I am totally in favour of technology stocks but would make two points:

First, there is a very good market for quality technology companies that reach the milestones they set themselves and deliver on promises. Sage seems to have developed very nicely, Colt Telecom does not seem to have had a problem in finding backers. The problem is that too many reach the market too soon and fail to deliver on promises.

Second, many venture capital companies have sought listings not to provide capital for project development but often as an exit for original backers. Fund managers are perfectly willing to provide backing for a project but because of the long-term nature of developing technology, companies should not expect to float at a hugely inflated value.

There is also a question of the point at which a float is appropriate. Too many flotation of technology related companies have, in my view, happened too early. There must be the prospect of progress or there will be no basis for valuation of a company.

Don't underestimate the appetite for technology stocks, but try to bring a few crackers to the market and not too many turkeys.

Geoff Miller,
Investment strategist,
Brewin Dolphin Securities,
8 Giltspur Street,
London EC1A 8BD, UK

FINANCIAL TIMES
Bomb with a
360-day fuse

EDITOR
sents a Sorting out
London the crackers
from the tech
stuck turkeys

FINANCIAL TIMES

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Tuesday January 5 1999

Bomb with a 360-day fuse

The inability of many, perhaps of most, computer systems to cope with the Year 2000 date change has so far been regarded chiefly as a technical problem. With less than a year left in which to modify systems and make contingency plans for the consequences of inevitable failures, it has clearly become a managerial and political issue.

There is simply too little time left to correct all the billions of lines of computer code worldwide which could be harbouring so-called "millennium bombs", the inability of computer systems to distinguish between the present and the next century. It is clear by now that the threat is real and serious. Many large companies have already suffered computer failures related to Year 2000 problems.

But the most exasperating feature of the millennium bomb is that nobody knows how much disruption could be caused. It is impossible to calculate how many processors are embedded in industrial machinery, and what proportion of them are vulnerable to the bomb. Nor is it known how seriously the problem is being taken in less developed countries with many computer systems but little money for repairs.

More worryingly, nobody has been able to establish a universal and credible test for whether computer systems understand the year 2000. Without such a measure, it is impossible to legis-

late for compliance. In the US companies have been asked to publish reports on their progress in tackling the problem. But the extent to which a company has completed its Year 2000 preparation is subjective. Much depends on the care with which it carried out its assessment of potential problems. There is plenty of evidence, moreover, that repairing old software introduces new errors which may cause the system to fail.

Even so, most of the world's larger companies are already spending heavily to defuse the bomb and are making customers and suppliers aware of the consequences of disruption to the supply chain.

The most likely scenario after January 1, 2000 is not apocalyptic but a slow process of attrition in which small failures gradually accumulate until serious disorder occurs. The strain placed on public utilities by millennium celebrations in the world's biggest cities will do nothing to ease matters.

At this point, the only sensible strategy must be a combination of setting priorities and contingency planning. Managers must assume that there will be failures and prepare for them. But the peculiar nature of the bomb means it will have to be defused by persuasion rather than coercion.

There is no turning back. For better or worse, 1999 is the year in which devolution moves from the drawing board to reality. On May 5, elections will be held for a devolved Scottish parliament and a Welsh assembly. A Northern Ireland assembly is already being created.

From April 1, eight English regions will have development agencies, overseen by regional chambers of councillors and business people. Next year London will have a directly elected mayor and regional authority.

Tony Blair, UK prime minister, claims his government's constitutional plans are "the biggest programme of change to democracy ever proposed". Timid on other matters, he leads a radical, reforming government on this.

Eleven constitutional bills were passed in the first parliamentary session, including incorporation of the European Convention on Human Rights into UK law. Still on the agenda are the reform of the House of Lords, the unelected upper chamber of parliament, freedom of information, and the national electoral system.

The reforms aim to bring government closer to the people. The result may appear lop-sided - tax-raising powers for Scotland, law-making powers for Scotland and Northern Ireland, only secondary legislative powers for Wales, and very little for England - but ministers say they are responding to the varying demands of different regions.

While recognising the far-reaching nature of the reforms, they see shortcomings. "Each initiative has been planned with little obvious regard to the other elements in the devolution package, and with no sense of the package as a coherent whole," they say.

Robert Hazell, the unit's director and the main author, adds:

"Despite the devolution programme much of the government's language is centralising in tone, and in major parts of the constitutional reform programme distinctly ambivalent."

Nonetheless, the changes "will release powerful dynamic forces that will be beyond the government's control". Turn the clock forward 10 years, and the UK could be a different place.

Picture a future in which all the assemblies have enhanced their authority. The Scottish parliament, independent or not, has used its tax powers. The Northern Ireland assembly has the right to tax and the Welsh assembly has been transformed into a parliament with rights to legislate and tax. England has strong elected mayors in its big cities and elected assemblies in several regions. The Lords has become a largely elected body representing

the nations, regions and cities.

The Commons, or lower house of parliament, is elected by proportional representation. A Bill of Rights has been passed with a Freedom of Information Act, and a Supreme Court created.

That is the "maximal" scenario. There is a "minimal" one as well, but even under this, Mr Hazell argues, "the cumulative impact will be profound, because the constitutional reforms will unleash a political and legal dynamic that the government will not be able to rein back".

Devolution is a process. Mr Hazell says, not an event. There can be no fixed "settlement". Each part will affect the others.

"There is likely to be a process of haggling whereby the slower English regions seek to catch up with those that have established regional assemblies; and Wales seeks to emulate Scotland. This may lead the Scots to press for further devolution to stay one step ahead," the book says.

Political parties will be deeply affected. Even without proportional representation for Westminster, devolution is likely to fragment national parties and spawn new regional ones.

It will be difficult for the prime minister to impose his will, despite the choice of Blairite Labour candidates in Scotland and Wales. "To compete against the SNP electorally the Scottish Labour party will have to emphasise its Scottishness and distance itself sharply from the British Labour party," the book says.

Judges will be drawn into political disputes about the validity of Scottish or Northern Irish legislation. Devolution will mean big changes for Whitehall, which is likely to face pressure for the Scottish parliament and Welsh

assembly to have their own civil service, as in Northern Ireland.

The most controversial impact will be on Westminster. "Europe and devolution will weaken it, as parliamentary sovereignty is squeezed from above and below," the book says.

The executive's dominance may be reduced by devolution, the human rights convention, freedom of information, the onward march of the European Union, parliamentary reform and electoral reform. Mr Hazell comments: "those outside it will seem like a long overdue taming of the leviathan."

There will be tensions. The biggest is likely to be over finance, with English regions becoming increasingly restive over the higher public spending enjoyed by the other nations. "The time will come when the government will force to concede a fresh needs assessment," the authors say.

The greatest uncertainty is over English devolution. The government has blown hot and cold over elected regional assemblies - recent comments suggest they are firmly on the agenda for a second term, but some see this as conflicting with proposals for elected mayors in the cities.

The book says: "There may not be room for two political leaders claiming to be the voice of the region. Which model wins through may depend on who occupies the political space first. At present the elected mayors look likely to get there first."

Devolution is already causing headaches for Labour. The SNP is at its heels in Scotland, helped by allegations of Labour sleaze and poor organisation in Wales, where Labour had seemed assured of a working majority, things are less certain after Ron

Davies resigned under a cloud as Welsh secretary. The attempt by Alun Michael, his successor, to become Labour's candidate for first secretary is handicapped by the perception that he is Downing Street's man - an early indication of the difficulties national parties are likely to experience with increasing frequency.

But the game has scarcely begun. Vernon Bogdanor, professor of government at Oxford University and a devolution supporter, remains optimistic. Separatist pressure would be stronger if Scotland had been denied its parliament, he says.

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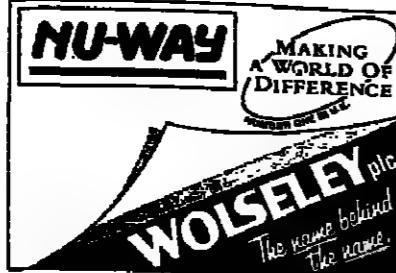
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FINANCIAL TIMES

COMPANIES & MARKETS

TUESDAY JANUARY 5 1999

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INSIDE

SGS cuts jobs to revive profits

Swiss-based Société Générale de Surveillance, the world's biggest testing and inspection group, is to cut 12 per cent of its staff and sell its insurance loss adjusting arm in an effort to counter collapsing profits. Page 22

Link to give Bell Europe platform

The \$45bn merger between Bell Atlantic and AT&T, which could be announced today, would create a platform for Bell in the fast-growing European wireless business. Page 18; Lex, Page 16

S&P downgrades credit rating of NTT

Standard & Poor's, the US credit agency, downgraded the credit rating of Nippon Telegraph and Telephone, the world's second largest telecommunications group from AAA to AA+. Capital Markets, Page 26

Mobile phone groups soar on sales

Shares in Vodafone, Orange and other UK mobile phone operators, rose sharply on the back of exceptionally strong pre-Christmas sales of "pre-paid" packages. Page 23

Karachi equities stall on failed talks

Pakistan's stocks are likely to remain subdued in the wake of worsening countrywide lawlessness, economic uncertainty and yesterday's breakdown of talks between ICI and DuPont over the sale of a chemical plant. The government of Nawaz Sharif (left) has been accused of launching its anti-corruption investigations in the power projects to collect evidence of alleged corruption against Benazir Bhutto, the former prime minister. Emerging Markets, Page 38

JGB yields rise on oversupply fears

Japanese government bond yields have risen amid the increasing likelihood of a mismatch in supply and demand. The yield on the 10-year bond ended the year at 2.01 per cent, the first time it had exceeded 2 per cent in more than 15 months. Capital Markets, Page 26

India to leave UN jute organisation

India, the world's largest jute producer, is leaving the International Jute Organisation because of what it calls the "indifferent working" of the 15-year-old UN body. Commodities, Page 20

Vietnam dairy faces foreign rivals

Vinamilk, the Vietnamese state-owned dairy that claims over two-thirds of the country's market for milk products, is facing an uphill struggle to maintain its share as foreign dairy companies begin to target the Vietnam market. Page 20

FT expands its coverage of euro

Following the birth of the European single currency the FT will publish expanded statistical data in the areas of currencies, money and interest rates, bonds and equities. Page 24

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TUESDAY JANUARY 5 1999

Week 1

Internet shoppers spend \$1.2bn

Purchases by AOL clients point to rise in seasonal business

By John Labate in New York

America Online, the leading

internet service provider, said

yesterday its customers had

spent \$1.2bn on purchases

between November 26 and

December 27, in the first

significant sign of the pace of online

shopping at Christmas.

Although estimates had var

ied widely, the figures were

generally higher than expected

as a surge of first-time

buyers took to the internet to

purchase toys, books, clothing

and travel services.

AOL's figures are considered

important to the emerging

online industry because the

more than 15m AOL members

are believed to have accounted

for nearly half of all online

transactions over the holiday

period. Industry estimates of

online shopping for the fourth

quarter ranged from \$2.5bn to

\$3.5bn, and analysts yesterday

said AOL's announcement

would push projections to the

top end of those estimates or

slightly higher.

"It's a huge number given

the context that as a service

provider AOL is the starting

point for those dollars to be

spent. That is a commanding

position to be in," said Jill

Frankle, internet analyst at

International Data Corporation.

"But [the figures] are hard to interpret."

AOL does not break out the

portion of holiday transactions

that were made through its

AOL Shopping Channel - a

collection of 110 popular online

and traditional merchants - and

what portion of the transactions

were made by consumers using AOL to access and

make purchases on other websites directly.

The difference could be

important to the company's

bottom line, because retailers

pay high fees to be part of the

Shopping Channel and AOL

receives higher revenues for

some purchases made on the

channel. AOL said it had no

immediate plans to release separate Shopping Channel figures.

"I'd predict that this quarter

should mark the first time

AOL consumers have confidently gone outside the AOL

shopping [channel], which is good for the internet, but may not be good for AOL," said James McQuivey, online commerce analyst at Forrester Research.

But he added that any significant shift by AOL members toward independent web shopping could be offset by a sharp

overall rise in online shopping in general.

AOL also reported that

December 17 was its busiest

shopping day to date, with

more than \$36m in sales generated

in consumer goods and

travel services. It added that

1.25m AOL members made

their first online purchases during the holidays.

The most popular product

category for the period were

children's items, including

toys and baby items, followed

by clothing.

Among the companies in

AOL's Shopping Channel are

barnesandnoble.com, the

online bookselling division of

Barnes & Noble, online music

retailer N2k, and clothing

retailer J. Crew and Gap.

AOL, which is based in Virginia, recently announced a

joint venture to offer services in

Brazil, Mexico and Argentina

during early 2000.

Shares of AOL, which had

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Hongkong Telecom forced to cut prices
 By Louise Lucas in Hong Kong

Hongkong Telecom, which lost its lucrative monopoly on international direct-dial calls last Friday, yesterday cut the cost of calls to its main markets by up to 30 per cent.

The tariff cuts are a response to a barrage of similar moves by the company's new competitors, raising the spectre of an all-out price war.

The liberalisation of Hong Kong's IDD market has attracted widespread interest. About 30 companies have secured licences to provide international simple resale (ISR) services, allowing them to bulk-buy Hongkong Telecom capacity and sell it on.

COMPANIES & FINANCE: THE AMERICAS

TELECOMMUNICATIONS DEAL COULD LEAVE SHORTAGE OF 'TRACKING STOCKS' AVAILABLE TO NEW INVESTORS

AT&T set to unveil details of TCI merger plan

By Richard Waters in New York

AT&T is expected tomorrow to give detailed plans for its merger with TCI Communications, which will create the latest in the series of "tracking stocks" that have become popular in the US telecommunications sector.

The long-awaited details of the merger could, however, leave a shortage of the new tracking stock available for

would-be investors, creating a scramble for the new shares when the merger is finally completed.

News of the new tracking stock, together with a ratings upgrade from Dan Reingold at Merrill Lynch, contributed to a near-5 per cent jump in AT&T's share price. By early afternoon in New York, the shares were trading at \$78 $\frac{1}{2}$, up \$3 $\frac{1}{2}$ on the day.

AT&T had announced plans for a tracking stock when its purchase of TCI was unveiled last summer. At that time, it said it planned to issue a new class of shares to reflect the performance of its residential services - including both TCI's cable television operations and its own long-distance telephone service.

That would enable it to

separate the high-growth cable operation, which generates little in the way of after-tax earnings, from its existing telephony business, which is valued by stock market investors on the basis of its earnings per share.

According to Mr Reingold, however, AT&T has now changed that plan to create a tracking stock that reflects the different financial characteristics of its operations, rather than their different customer bases.

That would leave a new stock tied only to the company's high-growth, low-earnings operations - its cable television and wireless telephone businesses. Everything else - including residential long-distance - would then be grouped with the other telephony services. The earlier plan "has been

thrown out the window... because it doesn't work in terms of valuations", Mr Reingold said yesterday.

However, there may only be a small "float" of shares available for investors who want to buy into the tracking stock. The Merrill analyst said he expected AT&T to retain 50 per cent of the shares itself, while selling 10 per cent from an initial

public offering and allowing existing investors to swap their AT&T stock for up to 10 per cent of the new shares.

That arrangement could make only around \$7bn of the tracking stock available to existing shareholders, compared with the near-\$40bn market value of TCI, according to Mr Reingold.

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German car makers bullish on US sales

By Hal Simonian and Nilda Valt in Detroit

Expectations that US car sales will remain strong this year have prompted Germany's leading carmakers, which dominate luxury imports, to forecast new sales records for 1999.

Jens Neumann, Volkswagen board member for North America, said sales should reach almost 300,000 units. Last year, VW sold 218,000 cars, its highest figure since 1981, when it still built vehicles in the US. "We believe we can continue to grow at double-digit rates," he predicted.

The strong US performance underpinned an 11 per cent rise in VW's world sales to more than 4.7m units in 1998, taking VW's world market share from 10.4 to 11.4 per cent.

The US rise was powered by the popular New Beetle, premiered in Detroit last year. Mr Neumann said North American sales of the Mexican-built Beetle, which entered showrooms last March, had reached 64,000 by the end of last year, compared with a 50,000 target for the first full year.

He predicted up to 25 per cent of future US New Beetle sales would be of the new turbocharged version unveiled yesterday. Priced at \$19,000, the new variant should offer higher margins than the more competitively priced base model.

Separately, DaimlerChrysler said US sales of Mercedes-Benz cars had jumped by nearly 40 per cent to a record 170,345 last year.

The increase contributed to the 26 per cent climb in Mercedes-Benz's total sales to more than 900,000 cars. Turnover rose by more than 15 per cent to DM60bn.

Jürgen Hubbert, DaimlerChrysler's board member for Mercedes-Benz cars, said sales this year should reach \$60,000. The increase would be fuelled by new models, such as the luxury S Class, and improved availability of popular vehicles such as the M Class sports utility. The group's target is to top 1m sales in 2000.

The forecasts came as BMW unveiled its new X5 sports utility model. Built at the group's plant in South Carolina, the vehicle should substantially boost BMW's sales.

The four-wheel drive X5 should attract US buyers, where sales of sports utilities and people carrying "minivans" exceeded 50 per cent of the passenger car market for the first time last November.

However, the new car has prompted confusion about BMW's product strategy, as it may cannibalise sales of the group's Land Rover brand.

BMW had in the past said it would not build a sports utility vehicle, as that remained Land Rover's preserve. However, rising US demand for such models may have combined with doubts about Land Rover's quality and reliability to prompt a reappraisal.

Meanwhile, Toyota, the largest Japanese car maker, said that its 1998 sales target was 1.23m units, a 4 per cent increase over 1998. The company is not due to disclose final US sales for 1998 until Wednesday, but said yesterday it was anticipating a rise of about 50,000 units, or 4.5 per cent - the third consecutive record year.

It said that about 71 per cent vehicles sold in North America last year had been built locally.

Penn into two

Vodafone chief keeps watchful eye on events

By Alan Cane

Chris Gent is in Australia urging on England's cricketers in their Test match endeavours. But nobody will be following the progress of the merger talks between AirTouch and Bell Atlantic with greater interest than the 50-year-old managing director of Vodafone, the UK-based international mobile phone operator.

AirTouch and Vodafone have been tied together, in analysts' dreams at any rate, for years. Everyone agrees they are a natural match.

Both are powerful, well-run companies with impressive arrays of management talent and excellent business performance.

Both are international operators that have made canny investments abroad and are beginning to reap the benefits. Their overseas interests are complementary rather than competitive. Together they could create the first truly global mobile phone operator. They are already linked through joint operations in Sweden and Egypt.

Vodafone's international strategy is designed for growth. It believes in converting investments to associates and associates to subsidiaries, where possible.

Some 18 months ago, Vodafone and AirTouch held talks aimed at exploring a merger. This, however, came to nothing. Neither side had sufficient will to move matters on.

Yesterday Vodafone said only that it was monitoring the development of the AirTouch/Bell Atlantic negotiations because of its interests in Sweden and Egypt.

Analysts believe, however, that it is considering broader options. A combination of AirTouch and Bell Atlantic would bring together fixed-wire and mobile interests in a huge example of convergence.

Mr Gent, however, has always rejected the idea that Vodafone should become the mobile element in a converged company.

Whether he would be willing to see the possibility of creating the world's largest mobile operator pass by is another matter.

Speaking of the expected



Overseas connection: AirTouch chairman Sam Ginn

\$45bn value of Bell Atlantic's all-stock offer, though, one analyst said of AirTouch yesterday: "More than half the value of the company is international."

For now, the US remains AirTouch's biggest market - though it were to remain an independent company, that would not be the case for long.

The \$5.9bn purchase of US West's cellular business earlier this year pushed the number of users in the US to 7.5m. Most of those are in the West, reflecting AirTouch's own origins as the spin-off of the cellular operations of Pacific Telesis in 1993.

By contrast, AirTouch,



the more modest double-digit growth seen at home.

The international prospects are nowhere clearer than in Italy, the only market where the two companies' interests overlap. Bell Atlantic has a 17.4 per cent stake in Omnitel, a service launched in 1995, while AirTouch owns 14.3 per cent. Including a Bell Atlantic option to buy more, the two could match Olivetti, the largest Omnitel shareholder with 35.5 per cent.

Omnitel has been one of the stars of each company's European expansion, its customers jumping to 6m on the back of the rousing popularity of wireless telephones in Italy.

A Bell Atlantic/AirTouch union, meanwhile, may raise a question in two countries where the San Francisco-based AirTouch has invested. The British-based carrier has long been rumoured as a potential merger partner for AirTouch, and the prospect of a US merger could leave Vodafone out in the cold.

AirTouch owns 51.1 per cent of Europcar, a Swedish car carrier, alongside Vodafone's 30 per cent stake, while the two are also partners in an Egyptian start-up.

MBNA ahead of expectations

By John Authers in New York

MBNA, the world's largest specialist credit card issuer, yesterday announced better-than-expected results for the fourth quarter, as it continued to benefit from the healthy US economy.

Net income rose 30 per cent to \$238.3m in the quarter, making \$7.65m for the year - up from \$622.5m - an increase of 25 per cent.

MBNA was helped by a relatively low level of loan losses, at 4.31 per cent. Total managed loans rose by

\$10.8bn over the year to \$69.6bn, helped by the addition of 475 new endorsing companies and institutions.

While MBNA is the largest specialist credit card issuer, its managed loans are smaller than those of Bank One and Citicorp.

Most of its marketing is done through "co-branded" cards, issued jointly with companies, or through "affinity cards", which are marketed directly by organisations such as colleges and charities to their base of supporters.

Shares of Spyglass, a US developer of internet software for television and cellular telephones, fell 30 per cent yesterday after the company said it expected to report a loss for its first quarter, just ended. Wall Street had been expecting a modest profit.

The disappointing performance highlights the slower-than-expected emergence of internet access devices other than personal computers.

The company's software enables users to access web pages or send and receive e-mail via specially-equipped television sets, or via "smart telephones".

Industry executives have predicted that by 2002 less than half of the devices linked to the internet will be

It has also been helped by continuing consolidation in the industry. Credit cards are increasingly seen as a "scale" business, as risk management becomes easier with large portfolios.

They are also seen as a purchase which can be made separately from a bank account. This has caused many medium-sized banks to leave the business.

During the fourth quarter alone, MBNA bought credit card portfolios from Union Planters of Memphis, Household Card Services, and

European American Bank, a Long Island bank owned by ABN Amro.

Two weeks ago, it bought \$2.9bn in credit card receivables from PNC Bank of Pittsburgh, the 13th largest US bank. All these acquisitions can be managed from existing MBNA locations, which emphasises the importance of scale.

MBNA's shares fared better than the banking sector as a whole, and by mid-session they had gained more than 3 per cent, up \$2 $\frac{1}{2}$.

Soros set to close off fund to new investors

By William Lewis in New York

George Soros's Quantum hedge fund group is planning to close off its Quota Fund - one of its best known funds - to new subscriptions by investors.

As part of an attempt to limit the size of the \$1.7bn fund, Mr Soros has also proposed to halt daily trading in Quota's shares.

In a letter to investors in the Quantum group, Mr Soros also stated that Nick Roditi, one of London's best-known hedge fund managers, is to return from a temporary leave of absence to run the Quota Fund.

Mr Roditi would be resuming his role as the principal external investment adviser to Quota.

Last October Mr Soros caused concern amongst a number of Quota Fund investors when he disclosed that Mr Roditi would be stepping down temporarily to ill-health.

While yesterday Spyglass attributed its losses to "weakness in technology licensing revenues". Several deals had failed to close during the quarter, the company said.

Losses would be between 14 cents and 16 cents a share, compared with a loss of 28 cents a share in the same period a year ago.

Wall Street analysts had been predicting earnings of about 1 cent a share for the quarter.

In mid-session yesterday Spyglass shares fell \$2 $\frac{1}{2}$, down from \$22.



George Soros: limiting the size of the fund maximises returns

In 1996, in October, Mr Soros also told investors that Mr Roditi's temporary absence had prompted Quantum to merge two funds. In addition, Mr Soros said he would be seeking to close the Quantum Emerging Growth Fund, which has a net asset value of approximately \$1.5bn.

In his more recent letter to investors, dated December 29, Mr Soros stated that "we have concluded that controlling the overall size of the fund is important to maximising the return to shareholders".

As a result Mr Soros is proposing a number of changes, including the ending of daily trading in the shares of Quota Fund. Unlike most hedge fund groups, Quantum has made it possible for investors to trade daily in the shares of its funds. Daily trading in the shares of the group's other funds is to continue.

Mr Soros also told investors that "it is not currently anticipated that Quota will accept subscriptions". Like most other hedge funds, redemptions by investors will be accepted at net asset value on a quarterly basis with at least 30 days notice.

Intel aims for lead with new chips

By Louise Kehoe in San Francisco

Intel, the world's largest chipmaker, started the new year by launching the first of several new microprocessor chips aimed at cementing its leadership in the personal computer market.

The new products are two high-speed chips aimed at the low-cost segment of the PC market for machines that sell, in the US, for under \$1,000.

Intel has come under mounting competitive pressure in this segment from Advanced Micro Devices and National Semiconductor.

However, the new Intel Celeron chips, with speeds of 400MHz and 366MHz, would restore the company's leadership, Intel claimed.

"These processors are the first of many new low-cost PC desktop and mobile products from Intel in 1999, and they help reinforce Intel's leadership in this market segment worldwide," said Paul Otellini, executive vice president.

Later this week, Intel is expected to introduce a new version of its Xeon microprocessor for use in high-performance server computers.

Industry executives have predicted that by 2002 less than half of the devices linked to the internet will be

computers, down from more than 85 per cent today.

Yet the market for these "non-PC" devices has yet to materialise, despite broad interest from TV cable companies, telephone manufacturers and consumer electronics groups.

Spyglass holds the rights to Mosaic, the original software for browsing the World Wide Web software, developed at the University of Illinois by programmers who went on to form Netscape Communications.

Faced with stiff competition from Netscape and Microsoft, Spyglass turned its attention to its market for non-PC devices.

The company aims to establish itself as the primary provider of browsers for this anticipated new generation of internet devices.

Over the past few months, the company has announced agreements with Motorola, to provide browser software for television internet access, as well as with General Instruments to jointly develop technology for digital TV cable services.

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INSURANCE CONTROLLING STAKE CLAIMED

AMP pushes ahead with GIO takeover

By Ewen Robinson in Sydney

AMP, the Australian insurance and funds management group, is set to proceed with Australia's largest – and most bitterly contested – hostile takeover bid: the A\$3.5bn (US\$2.02bn) offer for GIO Australia Holdings, one of Australia's largest general insurers.

The move follows AMP's successful bid last month for UK insurer, National Provident Institution, valued at £2.7bn (US\$4.5bn), and highlights the group's aggressive expansion campaign at home and abroad.

After its offer closed on Monday, AMP said investors holding more than half of GIO's stock accepted its bid. The group said earlier that 40 per cent acceptance would deliver effective control.

AMP said it was too early to say whether most acceptances were for the cash offer of A\$5.38 per GIO share, which valued the company at A\$3.5bn, or for the scrip alternative of one AMP share for four GIO shares. AMP last month raised the value of its cash offer from \$3bn to \$3.5bn.

In a statement, AMP said a flood of late acceptances had delivered a controlling stake in GIO. George Trumble, AMP chief executive, said: "While the offer has been vigorously contested by both sides, we trust the GIO board will now accept that a

majority of GIO shareholders want AMP and GIO to come together."

GIO's board and management opposed the hostile bid, mounting legal challenges and running negative advertising campaigns. GIO also announced a special distribution of A\$0.50 to shareholders.

The verbal hostilities continued last night. David Mortimer, GIO chairman, said the result could only be regarded as "very disappointing" for AMP, because it originally sought 100 per cent of the company.

AMP officials, however, said the GIO acquisition would provide AMP badly needed strength in its general insurance business in Australia and New Zealand, one of the few businesses in the group that has performed poorly.

GIO shares ended 1 cent lower at A\$5.35, in line with AMP's cash bid.

AMP, meanwhile, jumped 23.5 cents to A\$20.91, after declining since its NPI takeover bid on concerns about the group's ability to digest acquisitions of both NPI and GIO at the same time.

Monday also marked AMP's move to 100 per cent weighting in the Australian stock market's benchmark index, the All Ordinaries, from 80 per cent at the end of 1998. The group's phased entry into the index followed its successful float last June.

State-owned dairy company Vinamilk is facing a growing struggle for market share, writes Jonathan Birchall

The buying patterns of the Vietnamese suggest they find it hard to resist the lure of foreign consumer brands. They would sooner drink a Coke or a Pepsi than the local Festi Cola and would puff a Marlboro cigarette rather than the domestic Vinataba brand.

When it comes to ice cream and other milk products, however, they are overwhelmingly loyal to state-owned dairy company, Vinamilk.

Claiming over two-thirds of the country's market for milk products, Vinamilk is regularly hailed in the official media as one of the state-sector's few success stories. As foreign dairy companies begin to target the Vietnamese market, however, Vinamilk is facing an uphill struggle to maintain its market share.

At stake is a relatively small, but expanding market. Average annual consumption of milk products per head in Vietnam stands at about three litres, up from less than a litre in the early 1990s, but still below even a modest five litres in China.

In common with other state-owned companies, Vinamilk does not publish financial figures. Nguyen Thanh Ha, deputy general director at the company's headquarters in Ho Chi Minh City, says its annual revenues last year were worth between \$100m and \$110m.

"It's obvious that a newcomer will take some market share," said Ms Ha. "Espe-

cially one with a foreign brand name, which Vietnamese customers will tend to prefer."

Ms Ha is one of a predominantly female management team at Vinamilk battling to fight off the foreign competition, which includes Unilever's Wall's brand and Foremost Dairy Company of the Netherlands.

Foremost, a subsidiary of Freijsland, opened the competition when it began a few years ago operating a \$30m joint-venture dairy near Ho Chi Minh City, producing condensed and powdered milk and drinking yoghurt.

Last year, Unilever began producing Wall's ice-cream at a \$22m plant, also in Ho Chi Minh City.

Rien De Groot, general director of Vietnam Foremost Dairy, says Foremost has already taken a third of the market for thinned condensed milk in less than two years. In addition, Foremost already claims roughly half the market for the two powdered milk products it produces in Vietnam.

Foremost products are slightly more expensive than Vinamilk's, but Vietnamese consumers appear prepared to pay more for the foreign brand.

But the taste for foreign brands is not the only handicap facing the management team led by Madame Mai Kieu Lien, the only woman to head one of Vietnam's big state-owned corporations, and one of only a handful of women on the central committee of the Vietnamese communist party.

An attempt to work with

Foreign groups fuel ice cream wars in Vietnam

Milking the market: consumption of milk products per head in Vietnam has grown rapidly in the 1990s

Madame Lien, Vinamilk director general, has supported proposals for the company to be allowed to join the government's slow-moving programme of partial privatisation. But in 1997, the government turned down a proposal to allow Vinamilk to sell foreign investors shares in one of its three factories in Ho Chi Minh City, reflecting its desire to maintain control of profitable state-owned companies.

The management has not stood still as the newcomers eye off Vinamilk's market share. After Foremost expanded the market for flavoured drinking yoghurt with its Yo-Most brand, Vinamilk brought out its own Yo-Milk brand last year. It has also fought back by modernising the design of some of its packaging – rare for a Vietnamese state-

owned company – and Ms Thanh talks of the need to widen the available product line.

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Securities move by trading company

By Michio Nakamoto in Tokyo

Mitsubishi Corporation, one of Japan's leading trading companies, is setting up a securities brokerage and investment management subsidiary to take advantage of growing opportunities in the market following Big Bang financial deregulation.

Mitsubishi said the new company would have initial capital of Y1bn and a staff of about 30, and begin by managing Mitsubishi's own funds of Y400bn, including its pension fund, currently entrusted to trust banks and life insurance companies.

The trading company will apply for licences for its new subsidiary next month and hopes to begin operations in April.

The new company, which has yet to be named, will also sell an investment fund managed by Butterymarch, a fund management company based in Boston managing assets of \$4.3bn, to Japanese institutional investors.

The trading company targets financial services as a key business for expansion, in a mid-term corporate plan to 2000. It already has a financial services group, including an in-house corporate investment department which aims to develop new financial products in areas such as securitisation and leasing.

Mitsubishi said it needed a marketing subsidiary to sell these products to institutional investors.

We take / the

new

market

new

Malaysia banking takeover unveiled

By TJ Tan in Kuala Lumpur

Bank Negara, Malaysia's central bank, said yesterday it had taken over MBF Finance, the country's largest finance company, as part of efforts to strengthen the banking sector.

It is the second time in five years that the central bank has taken over a troubled financial institution. In 1994 it acquired the insolvent Rakyat Merchant Bankers, which it renamed BN Merchant Bankers.

Bank Negara also said it had taken over Kewangan Bersatu, a smaller finance company.

The companies will operate as normal, with all deposits guaranteed by the government.

According to Bank Negara, MBF Finance was solvent but needed funds to restore its risk-weighted capital ratio to the required 8 per cent and ensure its viability. "The assumption of control is a pre-emptive action to putting MBF Finance on a stronger financial position," it said.

Unusually, the central bank has also appointed a new chief executive to "strengthen management".

According to bankers, the moves come after efforts to merge the finance companies with stronger financial institutions failed. MBF Finance was to have tied up with Commerce-Asset group, while Kewangan Bersatu was in talks with Hong Leong group.

Since the Asian financial crisis began in July 1997, Bank Negara has been trying to consolidate the banking sector by merging weak groups with stronger ones.

It is unclear whether Bank Negara would take over other financial institutions, although bankers said Bank Bumiputra Malaysia, a state-owned commercial bank, was a possible candidate.

The sector has been hit by substantial bad loans. At the end of September, non-performing loans were 12.8 per cent of total loans worth about M\$415bn (US\$10bn).

Asset Management Company, Malaysia's loan-recovery agency, is acquiring M\$1.9bn in non-performing loans from MBF Finance.

The finance company has had problems getting loans from other financial institutions since MBF Capital, its parent, reported huge first-half losses in October, largely due to the finance company's poor performance.

MBF Capital posted a net loss of M\$809m in January-June 1998, compared with a net profit of M\$178m a year earlier.

NEWS DIGEST**JAPAN****Itochu steps up pace of restructuring programme**

Itochu, the Japanese trading company, is stepping up its restructuring programme by accelerating plans to reduce interest-bearing debt, cutting the number of board members and focusing on a smaller number of core businesses. Ichiro Niwa, president, said in a new year address that Itochu would streamline its management and focus its operations to prepare to shift to a holding company structure in April 2001.

The trading company will cut the number of directors from 45 to 10-15 by April 2000 and focus on information-related businesses, clothing, retail financial businesses, oil and gas development, engineering and food resource development.

The decision to reduce the number of directors underlines a growing trend among Japanese companies to streamline management to raise efficiency and improve competitiveness. The large number of directors at Japanese companies has often been cited as a cause of companies' inability to respond swiftly to changing market conditions.

Itochu hopes to reduce interest-bearing debt by 30 per cent by the end of March 2001. In an earlier plan, it said it wanted to reduce interest-bearing debt by Y500bn (\$4.4bn), from Y5,300bn by the end of 2000. In common with other highly indebted Japanese trading companies, the high-level of its interest-bearing debt has put pressure on its credit-rating, lifting its cost of capital.

Itochu also aims to return to the black this year with a parent net profit of Y7bn following parent net losses of Y14.72bn. Group net profits are forecast at Y2bn, compared with net losses of Y91.83bn. It aims to post parent net profits of between Y20bn and Y25bn and group net profits of about Y40bn in the financial year starting April 2000. Michio Nakamoto, Tokyo

OIL**PTT to merge operations**

PTT, Thailand's state-owned petroleum authority, plans to merge its downstream oil business with its refining unit, Thai Oil, and their float shares in the new entity. Prasert Bunsupun, president of PTT Oil, said yesterday that the reorganisation was a "long-term plan" and would probably take three to four years to complete.

Prasert was responding to inquiries over a report in the Thai daily Nation newspaper that the new entity, combining PTT Oil and Thai Oil, would be listed on the Stock Exchange of Thailand by 2002 or 2003. He said the merger would create a "lean and mean" organisation and strengthen competitiveness.

The new Thai downstream company would have combined assets of about Bt140bn (\$3.9bn), and would benefit from reduced costs and less duplication.

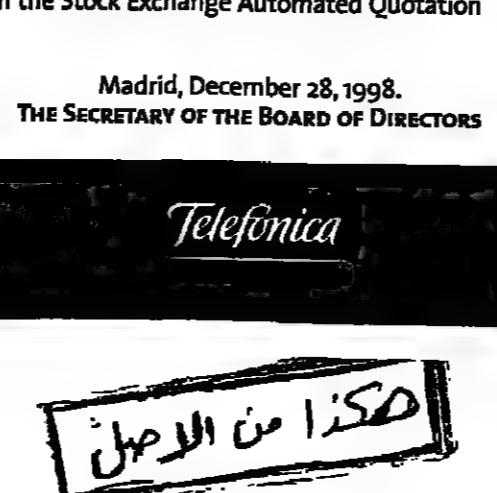
CARMAKING**Sales tumble at Korea groups**

South Korea's carmakers yesterday revealed plunging sales figures for last year amid the worst economic recession for decades. Hyundai Motor, the biggest carmaker, reported sales down 29.4 per cent in 1998. Exports fell year-on-year by 4.9 per cent while domestic sales plummeted 52.3 per cent.

The finance company has had problems getting loans from other financial institutions since MBF Capital, its parent, reported huge first-half losses in October, largely due to the finance company's poor performance.

MBF Capital posted a net loss of M\$809m in January-June 1998, compared with a net profit of M\$178m a year earlier.

MBF Capital has a large number of carmakers being cut from five to two. John Larkin, Seoul



Madrid, December 28, 1998.
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COMPANIES & FINANCE: EUROPE

MEDIA REORGANISATION IS AIMED AT ADDRESSING THE INCREASING FINANCIAL DEMANDS ON THE PRIVATELY OWNED BUSINESS

Kirch opens portals to outside investors

By Frederick Stidemann
in Berlin

Leo Kirch, the German broadcasting mogul, yesterday unveiled a restructuring plan which opens the door to outside investors to one of Europe's biggest media companies.

In a dramatic change of style, Mr Kirch announced the reorganisation of the privately held group into distinct business units in which outsiders will be offered stakes that could include shares quoted on the stock market.

One offer is a chance to take a stake in businesses whose activities include

Europe's biggest TV film and programme rights library, stakes in broadcasting networks and newspaper companies, and the rights to the football World Cup competitions in 2002 and 2006.

The reorganisation is intended to provide an answer to two pressing problems facing Kirch. The first is the mortality of the company's 72-year-old founder and proprietor. The second is the group's desperate need for considerable amounts of money to pay for past and future expansion.

But as well as attempting to solve internal problems, the reorganisation is a significant development in Ger-

many's growing media sector as it offers foreign investors a chance to enter the market.

In particular the restructuring is set to speed up talks between the Munich-based company and a group of international media magnates, including Rupert Murdoch, Silvio Berlusconi, and the Saudi prince Al-Waleed about taking stakes in the German business.

Dieter Hahn, Kirch managing director, yesterday said he expected talks with partners to be concluded within the next three months.

The arrival of such international players would significantly alter the balance

Attempts to raise more money from banks or from outside partners have, until now, been held up by concern about Kirch's opaque corporate structure, its reluctance to divulge financial information and the fear that the company was too dependent on Mr Kirch.

The reorganisation appears to offer the best of both worlds. The creation of three business units - Kirch Media, Kirch Pay-TV and Taurus Beteiligungsgesellschaft - offers more clarity.

The legal structures of Kirch Media, which comprises the group's free-TV and rights distribution activities, and of Kirch Pay-TV

will allow for outside investors to be brought in. Alternatively there can be a relatively quick conversion to a full joint stock company status and thus initial public offering.

Taurus Beteiligungsgesellschaft, a holding company whose assets include a 40 per cent stake in Axel Springer, Germany's biggest newspaper publisher, will remain a wholly-owned subsidiary of Kirch.

The establishment of an intermediary holding company, called Struktura, which will hold at least majority stakes in the three units, retains Kirch's control of the business.

Hard-pressed SGS looks to its core to restore lost profits

World's largest test and inspection group has set itself rigorous performance targets which involve staff cuts, writes William Hall

Société Générale de Surveillance, the Swiss-based group that is the world's biggest testing and inspection company, is facing one of the toughest tests in its 120-year history.

Profits have collapsed, the dividend has been axed and the group can no longer rely on its lucrative government contracts business, which provided three-quarters of last year's profits, to bail out underperforming operations.

The group has a new chairman, a new chief executive, and an almost completely new board of directors after Elisabeth Salina Amorini, a member of one of the company's founding families, was forced to step down as chairman in September.

SGS also has a new corporate strategy, which involves cutting up to 3,500 jobs, or 12 per cent of its staff, selling its GAB Robins insurance loss adjusting operation and ending its successful diversification into clinical testing.

It is a marked contrast with the situation a year ago, when SGS was emphasising its diversification into new areas, such as clinical testing, to offset the poor growth prospects of its older businesses. Now the group is re-emphasising its traditional core businesses. It wants to use the proceeds from planned divestments to reinvest in these units.

rather than return the money to shareholders.

The new corporate strategy involves shrinking SGS's core revenues to SFr1.2bn (\$1.6bn) and its workforce to 30,000, while leaving intact its global network of offices and testing laboratories in more than 140 countries.

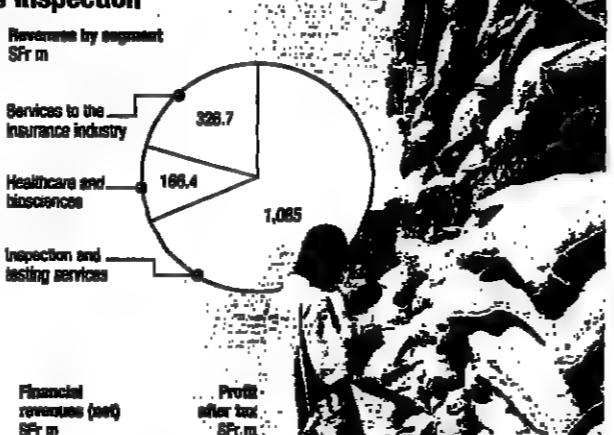
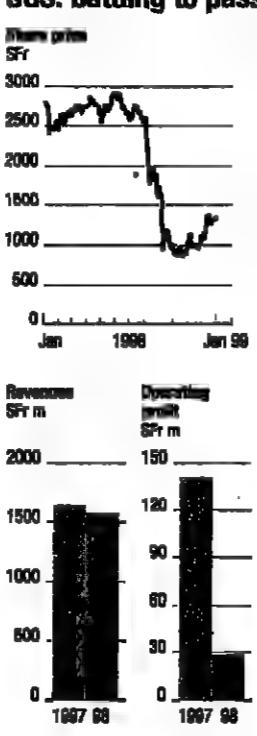
After taking SFr430m of restructuring charges and provisions for risks on its government contracts business, SGS's equity will drop from SFr900m to about SFr500m at the end of 1999.

However, the group has no net debt, and has net liquidity of SFr100m. After losing SFr300m this year, it expects to earn between SFr75m and SFr100m in 1999. By 2001, it should be earning 30 per cent on its equity, which will have been considerably strengthened by the sale of GAB Robins, the world's number two loss adjuster, and the fast-growing clinical testing business.

Tony Caura, chief executive, says the new SGS aims to be the "clear global leader and innovator in verification, testing and certification services". He has identified six core businesses which hold the key to the restoration of SGS's profitability.

Three of these are SGS's traditional businesses, where it has market shares of between 20 per cent and 35 per cent - SGS Redwood (oil/gas/chemicals); SGS Miner-

SGS: battling to pass inspection



als (mining); and SGS Agricultural (commodities).

SGS also intends to remain a leading player in providing pre-shipment inspection services for government and international institutions, where it has market shares of more than 70 per cent. However, it will be far less

important than before. Margins are likely to be 20 per cent, against 35 per cent plus; and Mr Caura intends that the business which has driven SGS's profits over the past decade should represent a "maximum one-sixth of whatever we do in terms of revenue and profitability".

One problem is that in the above four core businesses, where SGS has dominant positions, its growth prospects are limited. As contrast, it is less well represented in the two highest growth areas earmarked as core businesses - consumer product testing and certifica-

Allianz bond option breaks fresh ground

By Andrew Bolger,
Insurance Correspondent

Allianz, Germany's biggest insurance group, yesterday placed an innovative \$150m international catastrophe bond option that provides coverage for wind, storm and hail risks written by its German subsidiaries.

International insurers are increasingly using capital market instruments to cover risks such as hurricanes in the US and Japan, but Allianz said this transaction represented the first large-scale catastrophe risk issue in Europe.

Goldman Sachs, the US investment bank, acted as sole placement agent.

The bond option secures a source of contingent reinsurance capacity for Allianz via the issuance of notes through Gemini Re, a special-purpose vehicle based in the Cayman Islands.

During the three-year option period, Allianz can cause Gemini Re to issue notes at a fixed rate if a predetermined trigger event occurs.

The investors receive an annual fee in exchange for their commitment to purchase the notes. Once the option is activated, the principal and the interest of the notes are at risk for the three subsequent years.

The option structure enjoys several distinct

advantages that cannot be provided by a traditional catastrophe bond," said Detlev Bremkamp, an Allianz director. "Most importantly, it provides Allianz with contingent reinsurance capacity at a pre-agreed price, thus capping the volatility of future reinsurance costs following severe wind, storm or hail losses."

If reinsurance costs rise after a catastrophic loss year, Allianz said it would be able to terminate its second-year loss exposure to the capital market.

However, if reinsurance was available on a cost-effective basis, the group could continue to purchase protection through traditional reinsurance, rather than exercise the option.

Joachim Faber, a director of Allianz insurance, said: "This capital market approach secures an alternative channel for insurance-linked risks at a competitive price. In the years to come, insurance-linked products should gather momentum in the capital markets and expand into a variety of new or hard-to-place risks."

The deal was structured by Allianz Risk Transfer, a Zurich-based arm of the group. Risk Management Solutions, a US-based company, provided the risk analysis, using its proprietary catastrophe modelling technology.

PwC fee income rises to \$15.3bn

By Jim Kelly,
Accountancy Correspondent

PwC, the world's biggest professional services firm, said yesterday that fee income had jumped 19.9 per cent to \$15.3bn and forecast a stronger performance as it sought to build a worldwide legal services network.

The firm, formed last year by the merger of Price Waterhouse and Coopers & Lybrand, said a deal it had just completed in Spain to set up the country's second biggest legal practice was a model for future growth.

The announcement sets the stage for a worldwide race among the so-called Big Five firms to set up associated legal networks - a race so far led by Arthur Andersen.

The move is further evidence of the rapid transformation of the old "Big Six" accountancy firms into the "Big Five" professional services network offering a range of services from corporate finance to human resource management.

Gerard Nicola, head of PwC's legal services, said: "PwC is committed to developing top quality legal practices across Europe, in Asia and the US."

"We are pursuing opportunities elsewhere in Europe and across the world for mergers similar to this deal in Spain. This merger is a model for what we expect to achieve in many other countries."

PwC said its legal practice in Spain had merged with Estudio Legal Abogados and parts of Mullerat & Roca to form an integrated firm with 500 professionals based in Madrid. A new name will be announced later this month.

The firm's global figures represent the performance of PwC and Coopers' before the merger last July 1. Growth rates in the sector in 1997-98 have been between 15.4 and 23 per cent. PwC's nearest rival is Andersen Worldwide on \$13.9bn.

However, Andersen Worldwide is engaged in a protracted divorce between its sister firms which is likely to result in it losing second place. In that case PwC's nearest rival is Ernst & Young on \$10.5bn.

The merger which created PwC was partly driven by explosive growth in management consulting. Yesterday's figures showed that in the year to June 30 consulting income grew 41.5 per cent to

NEWS DIGEST

STEEL

Tenders sought from advisers for Katowice sale

The privatisation of Poland's giant state owned Huta Katowice steel mill took a step forward yesterday when the government opened a tender for an adviser for the sale. The call came after Emi Waszcz, the treasury minister responsible for the sale, said that he wants to complete the deal by the middle of the year.

Voest Alpine Stahl, the Austrian steelmaker, said recently it was suspending talks on the takeover of Huta Sedzimir, the country's other big mill, until the fate of the Katowice mill became clear. Voest Alpine, which is acting in concert with Hoogovens, the Dutch steelmaker, has an exclusive right to negotiate a deal with Sedzimir, which expires at the end of January.

The establishment of an intermediary holding company, called Struktura, which will hold at least majority stakes in the three units, retains Kirch's control of the business.

British Steel has recently been negotiating the terms of a takeover with Huta Katowice management, which is being advised by ING Barings. Danieli, an Italian steelmaking machinery producer, and Voest are also in talking to Huta Katowice about making an investment.

The government is understood to be planning a closed tender confined to these three companies once a privatisation adviser has been chosen. The tender for an adviser closes on February 4. Christopher Bobinski, Warsaw

NORTH SEA OIL

Total sells stake in Conoco field

Total, the French oil company, yesterday said it had sold its 11.5 per cent stake in Murdoch, the North Sea gas field operated by Conoco, to Gaz de France (Gdf), the state-owned gas distributor. The transaction is part of a long-term asset reshuffling agreement between the companies, aiming to improve the integration of their respective activities.

Last year, Gdf bought a 24.9 per cent stake in Gaz de Strasbourg, a regional distribution operation in eastern France, from Total. The Murdoch deal boosts Gdf's upstream activities. Samer Iskander, Paris

BANKING

MKB plans Budapest listing

The Hungarian Foreign Trade Bank (MKB), Hungary's second largest bank, plans to list on the Budapest Stock Exchange as soon as market conditions are favourable, a bank official said yesterday.

MKB is now 75 per cent held by Germany's Bayerische Landesbank. However the European Bank for Reconstruction and Development, which bought a 16.7 per cent stake in 1994, sold its stake in the spring of last year to BAWAG of Austria.

BAWAG has since sold part of this stake to Bayerische Landesbank, and now holds just over 10 per cent of MKB. Kester Eddy, Budapest

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جامعة 150

COMPANIES & FINANCE: UK

OIL COMPLAINTS ABOUT LOW TRADING LEVEL FOR MERGED GROUP AND TIMING OF THE DEAL

Dealers criticise BP Amoco's opening price

By Jane Martinson

Fund managers and dealers complained yesterday about what they claimed was an "inaccurate" opening share price for BP Amoco, the merged oil group that became the largest single constituent of FTSE 100 index yesterday.

Several argued that the price set by FTSE International, which manages the indices and is part-owned by the Financial Times, had

caused investors to lose money and led the FTSE 100 index to open at an artificially low level for the all-important start of the year. BP Amoco represents 8 per cent of the FTSE 100.

While some criticised the FTSE decision-makers, others blamed the timing of the deal, which was finalised during the volatile trading at the year-end. "Everything about this deal coming to market was a mess," said one London-based trader.

BP Amoco's shares were listed on the London Stock Exchange on December 31, following US regulatory approval of the merger of British Petroleum and Amoco of the US. But the UK market was closed because of preparations for the euro, leaving the separate shares of the two companies to be traded on the New York exchange for one day before dealing in the combined group started yesterday.

FTSE indicated last week that it would use last Friday's closing price for BP's American Depository Receipts - each of which represents six London-listed BP shares - as the basis for the opening London price of BP Amoco.

However, FTSE decided on Saturday that Friday's closing ADR price of \$95 was unreliable because of a last-minute trading error. Instead, it used the last traded price of \$90.75 to set

the new London price of 9114p. Some 6.8m ADRs, worth \$560m, were bought on Friday at the higher price.

FTSE, which said yesterday it had received "three or four" complaints, vigorously defended its decision. "We took the view that the closing price was overinflated. We believe that the price we chose was a far more accurate reflection," it said.

The FTSE decision was also supported by Barclays

Global Investors, Europe's largest index tracker. Chris Sutton, head strategist, said: "We think [FTSE] had a difficult job to do and took a sensible decision in the light of that."

But one other index tracker was less impressed. "The FTSE actuaries have created an inaccurate market," he said. "This is a bit like the football pools panel sitting when lots of games have been cancelled and just making up the scores."

Surge in pre-Christmas mobile phones growth

By Alan Cane

The UK's four mobile phone operators connected 2.5m net new subscribers in the three months up to Christmas, as "pre-paid" packages - which demand neither contracts nor monthly rental charges - proved to be the season's most popular electronic present.

Last year, when pre-paid services were in their infancy, the four operators -

Vodafone, Cellnet, Orange and One-2-One - attracted less than 750,000 new customers in the Christmas quarter. This year, Vodafone, the largest of the four, added 2.3m subscribers in the quarter - 596,000 in December alone.

Shares in Vodafone and Orange rose sharply yesterday, as did those of British Telecommunications (which has a majority stake in Cellnet) and Cable and Wireless

(which owns half of One-2-One).

Vodafone closed 73p higher at 104.4p while Orange added 86p to 784.6p - a gain of nearly 14 per cent. BT closed 33.4p higher at 33p while C&W rose 17.4p to 756.4p.

Some 80 per cent of Vodafone's new subscribers opted for the pre-paid "Pay As You Talk" option. Chris Gent, Vodafone's chief executive, said: "The astonishing suc-

cess of pre-paid services around the world has rapidly accelerated the growth in mobile phone markets".

Peter Erskine, managing director of Cellnet, which put on 558,000 new subscribers in the quarter, said the "phenomenal quarter for the UK mobile phone industry" was a result of intense competition.

Crabon Howe, finance director of Orange, which added 512,000 subscribers,

said quality of network and customer service would be the key to subscriber loyalty.

Tim Samples, managing director of One-2-One, which attracted an extra 439,000 subscribers, said the group would be investing about £1m a day in the run-up to the millennium, and hinted that the cost of mobile calls would continue to fall.

There are now about 13m mobile phone users in the UK, more than 20 per cent of

the population. Vodafone remains market leader with 4.7m customers, followed by Cellnet (4.04m), Orange (2.18m) and One-2-One (1.92m).

Vodafone also announced figures for overseas connections. It added more than 862,000 net new subscribers overseas, bringing its worldwide customer total to 9.1m - 77 per cent ahead of the 5.1m with which it started 1998.

Seven years' bad luck have passed since the Maxwell debacle cracked the Mirror from side to side. Since the lifting of their seven-month suspension in July 1992, the newspaper group's shares have underperformed by over 40 per cent. Trading at 50 per cent p/e discount at the end of the year, they were among the most lowly valued in the media sector. So it is no surprise that reports of venture capitalist interest sparked yesterday's 6 per cent rise. The pity is that even at 160p a share - 35 per cent lower than last May when Germany's Axel Springer contemplated a bid - the returns do not look overwhelming for buyers lacking synergies.

Given taxed operating profits of £97m forecast for 1999, returns on a potential £1.4bn purchase price (including a 30 per cent premium and £500m net debt) barely scratch 7 per cent. Shareholders hoping for a bid to break the run of bad luck may be disappointed.

UK building societies

Remember 1987 when five UK building societies turned into banks, showering about £30bn in cash and shares on to their customers? With eight more societies being challenged to convert, a superficial glance suggests a repeat performance. But a better guide looks to be the much less exciting £750m takeover of Birmingham Minsters by Halifax. About 70 per cent of former building society assets have already been converted. Of the 71 societies that remain, the biggest - Nationwide - is immune to another conversion vote until 2001. The next biggest, Bradford & Bingley, is less than half its size. As managing a medium-sized plc in a consolidating industry is hardly comfortable, those societies vulnerable to a pro-conversion vote would do better to seek a partner.

Assuming the buyers are banks, this would help rationalise an over-supplied sector. But even if all eight succumb, it would do little to stifle retail banking competition. While Nationwide is big enough to exert some pressure, the greater threat comes from new entrants, such as supermarkets and life insurers. Banks, which still enjoy surprisingly ample margins between saving and borrowing rates, have more to lose from customers shopping around than they have to gain from the disappearance of a few more building societies.

PowerGen pays £95m for plants

By Andrew Taylor

PowerGen, Britain's third largest electricity generator, is paying £94.5m (\$158m) for a dozen small plants in a deal that will double its combined heat and power generating capacity.

Most of the capacity, which is being acquired from Yorkshire CoGen, a subsidiary of Yorkshire Electricity, is gas-fired, while the remainder burn oil.

The UK government recently imposed curbs on the construction of new gas-fired plant to protect coal sales to power stations until a more competitive system for electricity trading can be introduced. It believes current trading arrangements unfairly favour gas-fired generation. However, the government will give preference to combined heat and power schemes.

The acquired plants have a combined capacity of 176MW. PowerGen already owns five CHP plants, with 176MW of capacity. The purchase price, which does not include repayment of £26.4m inter-company borrowings, will be financed from existing debt facilities.

Yorkshire Electricity is owned by two US companies, New Century Energies and American Electric Power. The offer, a 32 per cent premium to Polifarb's share price before Kalon's initial announcement on December 31, would value a 60 per cent stake at 285.5m zlotys (\$83m). It is conditional on at least 20 per cent of shareholders accepting the offer.

Kalon already owns 5 per cent of Polifarb. Full take-up of the offer would take its stake to 65 per cent. Polifarb, which will retain its listing in Warsaw, made a pre-tax profit of \$1.5m, from turnover of 669.5m zlotys (\$161m) in 1997.

Mike Hennessy, Kalon's managing director, said the group would improve the performance of Polifarb by transferring its technology and expertise in sales and marketing. The deal will be financed from bank debt.

Mr Hennessy said the group would continue to look at acquisition opportunities in Europe. One might be to acquire Sigma-Lafarge, a paints business with about £700m of sales. It is 90 per cent owned by Petrofina, the Belgian oil company.

Kalon in \$82m Polish deal

By Thorold Barker

Kalon, the UK paints group, has offered 10 zlotys a share in cash to acquire up to 60 per cent of Polifarb, the largest Polish coatings producer.

The offer, a 32 per cent premium to Polifarb's share price before Kalon's initial announcement on December 31, would value a 60 per cent stake at 285.5m zlotys (\$83m). It is conditional on at least 20 per cent of shareholders accepting the offer.

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Competition regulator turns tough

By Deborah McGregor

The unwillingness of the Federal Trade Commission to sanction ICI's proposed disposal of its tioxide unit to DuPont and NL Industries reveals the US competition regulator's newly aggressive approach to deals that lack specific competition safeguards.

Officially the FTC declined to comment on the ICI case. But recent FTC decisions underscore the agency's growing determination to flex its anti-trust muscles.

While ICI and DuPont had tried to allay the FTC's concerns over concentration of

market power by altering their original deal to include NL Industries, the commission remained unsatisfied.

A clue to the FTC's reasoning can be found in its recent approval of the union of BP and Amoco. The FTC voted unanimously to approve that deal after specific market protections were put in place, including the companies agreeing to sell 184 petrol stations and nine oil terminals.

More important, said Mr Miller Smith, the core speciality chemicals business, particularly the units bought from Unilever, were performing well in a difficult environment. "The hard evidence is that the core

chemicals assets in the UK and abroad. Some observers have mentioned Millennium of the US or financial buyers as possible purchasers of the businesses, but all agree ICI faces an uphill struggle to secure deals. And market conditions hardly favour the flotation of individual units, proffered by ICI as a possible solution to the tioxide disposal.

During that time, the share price has not responded to Mr Miller Smith's continued assurances that everything is going according to plan. After reaching a high of 1244 last May, it hit a low of 82p yesterday, down 28p on the day.

The clock is ticking. All the time they're carrying this huge debt, it is earning into the value of the company," one analyst said.

The strategy is sensible, but they've run into bad luck on implementation.

Will it be easy to right the situation quickly. Sharp declines in bulk chemical prices, the strength of sterling and tough trading in the US will make it difficult for ICI to find buyers at attractive prices for its remaining industrial chemicals and pet-

rochemicals assets in the UK and abroad. Some observers have mentioned Millennium of the US or financial buyers as possible purchasers of the businesses, but all agree ICI faces an uphill struggle to secure deals. And market conditions hardly favour the flotation of individual units, proffered by ICI as a possible solution to the tioxide disposal.

The question is does ICI have the resources and managerial capacity to develop its core speciality chemicals businesses while simultaneously servicing its substantial debts and trying to sell assets?

"We won't scrimp [on capital expenditure] in 1999 or 2000," said Mr Miller Smith. "But we have been very rigorous in making sure we have the right priorities."

Alan Spall, finance director, added: "If you're asking what are the things that restrain the management from running the business? The answer is none."

Yet, Mr Miller Smith is aware that the markets are running out of patience. The restructuring announced yesterday of the decorative paints business is partly intended to address these concerns.

The performance in the US, in what is meant to be a core business, has been particularly disappointing.

But it is disappointing that the markets are really seeking.

Mr Miller Smith, who acknowledged that the share price would probably fluctuate until there were some "sexy news on disposals" even hinted that he might be prepared to sell assets previously considered off-limits.

"We will deliver on disposals. Don't listen to those analysts who say we'll never sell another pound's worth of assets again."

Capital intensive non-core units must also be kept ticking over until buyers are found, though this might not happen before there is an

upturn in bulk chemical prices or a drop in sterling.

In the meantime, prospective buyers will be in a position to strike a tough bargain with a company extremely keen to unload assets.

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EQUITIES

Debut euphoria lifts Europe's bourses

EUROPEAN OVERVIEW

By Vincent Boland

European stock markets roared ahead in celebration of the euro yesterday as the currency rose sharply against the US dollar in early trading. It was also the first day of the first phase of the proposed pan-European equity market alliance between the London and

Frankfurt stock exchanges, although dealers said it had little noticeable effect.

Appropriately, the core German and French markets led the share price surge and others followed suit, but UK shares, not invited to the party, were subdued.

Analysts noted that investors who held back from the markets in the last days of 1998 were moving gingerly back in, although some can-

tioned the euphoria could be short-lived as the focus turned to Europe's immediate economic prospects and their impact on corporate earnings.

The FTSE Ebloc index of the euro-zone's top 100 companies rose 51.65 or 5.17 per cent to 1,051.61, while broader indices reflected the UK's relative weakness. The FTSE Eurotop index of pan-European companies rose

32.07 or 2.71 per cent to 1,214.04, while the FTSE Eurotop 100 index rose 22.54 or 3.03 per cent to 2,804.15.

One of the star performers was the telecommunications sector, which rose 6.5 per cent. Analysts said a combination of possible increases in interconnection fees for Deutsche Telekom, a desire among investors to increase their weighting to the sector, and the wave of US telecoms

mergers the latest being Bell Atlantic and AT&T pushed European telecoms shares higher.

Shares in the German state carrier rose 6.40 to 224.43, providing the catalyst for other national telecoms groups. France Telecom rose 5.70 to 673.30, KPN rose 5.70 to 632.55, and Telefónica of Spain rose 2.90 to 408.82.

Banks were another firm feature on the view that the arrival of the euro would boost the sector's consolidation across Europe. The biggest gainers were stocks considered likely candidates for takeover or merger, including Société Générale, which gained €12.20 to €150.

Automobiles benefited from the boost to consumer confidence the euro is supposed to bring. The sector rose 5.47 per cent, led by Volkswagen, up 7.30 to 1,650.20, and BMW, 6.48 higher

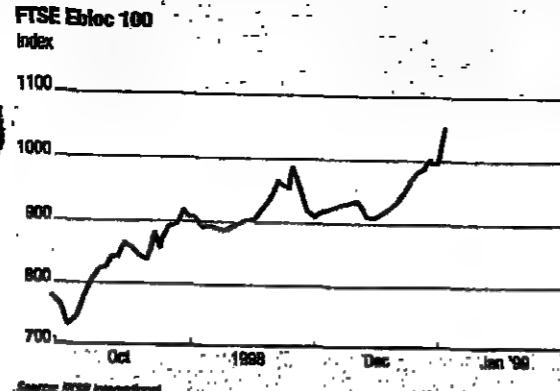
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Source: FTSE International

IN THREE MONTH EURO FUTURES (LPPS) Berlin points of 100%

Date	Open	Sett. price	Change	High	Low	Sett. vol.	Open Int.
Jan	96,300	96,010	-0.05	96,340	95,925	0	0
Feb	96,595	-0.00	0	96,600	96,590	0	2,223
Mar	96,160	-0.05	0	96,160	96,150	0	1,101
Apr	96,785	-0.50	0	96,800	96,780	0	0

Sett. vol. incl. Date 0. Previews daily open int. 0. Previews 0

IN THREE MONTH EURO OPTIONS (LPPS) Berlin points of 100%

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INTERNATIONAL CAPITAL MARKETS

Stability the watchword in Europe

BENCHMARK BONDS

By Rahul Jacob and Edward Luca in London and John Lathan in New York

Stability and caution were the watchwords for government bond markets in Europe on the first full day of trading since the euro was launched last Friday.

Volumes in all leading government bond markets were low, and traders reported little in the way of capital flows from large investors in Japan and the US.

Turnover on leading derivatives contracts was even lower. The London Interna-

tional Financial Futures and Options Exchange reported no trading in its five-year and 10-year euro swaps futures, the so-called Libor-Financial Bonds.

According to the International Securities Markets Association there was a total of 2,830 euro-denominated trades worth €24.5bn reported through its Drax trade matching and reporting system yesterday, a relatively low figure.

However, economists expect activity in all euro-denominated markets to pick up in the next few days.

"There is going to be quite a lot of volatility between the spreads of the leading

euro-zone bonds as European investors start to push their money outside of their domestic markets," said Ilyas at Deutsche Bank in London.

In spite of thin trading, government bond prices moved higher in most markets, helped by weak economic data out of Italy and Germany.

"It all adds up to scope for further interest rates cuts in euroland," said Andrew Bevan, senior bond economist with Goldman Sachs.

The new data, coupled with the euro's initial strength on the foreign exchange market, increased hopes that the European

Central Bank will cut interest rates at its next meeting this week. Ten-year German bonds rose more than a point in the futures market to a record 117.03.

"As markets recognise that the euro is finally here, that will mean greater flows into European assets in the next few days. 'Europhoria' will continue," said Morgan Stanley's Rayi Bulchandani.

In the UK, a purchasing managers survey suggested the downturn in the manufacturing sector may be flattening out, but the gilts market appears to have factored in a rate cut this Thursday when the Bank of England next meets.

Ten-year UK gilts rose 0.56 to close at 119.64 in London. "If there is no rate cut this week, that would be a surprise," said Bulchandani.

US Treasury prices had plunged by early afternoon as the dollar weakened against the yen and stocks on Wall Street rallied throughout the morning session. The 30-year Treasury bond had lost 1/4 by midday to 101.14, sending the yield up to 5.165 per cent.

"There's certainly pressure on the dollar/yen [rate] on repatriation of funds in Japan," said David Ging, market strategist at Donaldson, Lufkin & Jenrette in New York.

S&P cuts NTT debt rating to AA+

By Kieran Merchant

Standard & Poor's, the US credit agency, yesterday downgraded the credit rating of Nippon Telegraph and Telephone, the second largest telecommunications company in the world.

S&P lowered NTT's rating from AAA to AA+, a blow to Japan's largest telecoms company. It also removed the rating from CreditWatch.

The move follows S&P's downgrading of nine leading Japanese banks last month and is the latest indication of difficulties in Japan's recession-hit economy.

However, S&P has resisted following its rival Moody's Investors Service in downgrading Japan's sovereign rating. In November, Moody's downgraded Japan's foreign currency and yen debt to Aa1, one notch below the Aaa it has enjoyed in recent years. Most OECD countries are rated Aaa.

NTT's downgrading follows the successful stock market listing in October of its subsidiary NTT DoCoMo, Japan's biggest cellular phone company. The initial public offering totalled \$18.4bn, the largest capital-raising exercise of its kind.

S&P downgraded NTT because of the "increasing strain on its operating and financial performance under difficult economic conditions and mounting competition".

NTT faces a slowdown in earnings from fixed-line telecoms, its biggest business area, because of the demand for cellular phones since liberalisation. More than half

Japan's population of 125m are expected to own a handset by 2005.

NTT is likely to face stiffer competition as deregulation opens up the market.

JGB yields soar on fears of oversupply

By Naoko Nakama in Tokyo

Japanese government bond yields have surged amid the increasing likelihood of a severe mismatch in supply and demand. Last week, the yield on the 10-year benchmark bond closed the year at 2.01 per cent - the first time it had exceeded 2 per cent in more than 15 months.

Yesterday, it ended the first trading day of 1998 little changed, issue rising just 0.02 basis points to 1.99 per cent. This was almost triple last September's all-time low of 0.67 per cent.

Yields have soared recently amid fears of massive oversupply. Market concerns rose when it emerged that there would be record issuance this year to finance the ¥61.850bn budget as the government tries to repair the economy.

"[Yesterday's] trading was a great reflection of what is happening in the market right now," said Atsushi Mizuno, chief fixed-income strategist at Deutsche Securities in Tokyo. "The tumbling stock market initially led to a JGB rally, but at the end of the session, yields had barely fallen. It shows just how bad the environment for JGBs is at the moment."

"But it's also a good reflection of what's happening in the economy. JGBs fell towards the end of trading because a lot of banks were taking profits on the slight rise in prices."

Japanese banks hold an estimated ¥15.000bn of JGBs, which generated large gains in the first half of fiscal 1998, accounting for more than a quarter of the sector's operating profits in the period.

JGBs suffered a further blow when Masaru Hayami, Bank of Japan governor, said it was "not natural" for the central bank to be holding ¥50,000bn of them.

Flurry of mainly small offerings

NEW ISSUES

By Kieran Merchant

A flurry of mostly small issues marked the first day's trading in the unified euro-zone capital market but euro-denominated issuance was modest ahead of the forecast decline next week.

However, there was a raft of bonds in a wide variety of other currencies.

The World Bank launched a \$1bn bond likely to be priced today at 82 basis points over the relevant 10-year US Treasury. It also issued small bonds in the South African rand, the Czech koruna and the euro. The market also saw issuance in Greek drachma, and New Zealand, Canadian and Australian dollars.

The biggest euro bond was issued by Allgemeine Hypothekenbank, a German public-sector bank, which launched a 10-year €2.5bn medium-term notes programme.

WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS

See Interactive DataFT Information

New international bond issues

Borrower	Amount m.	Coupons %	Price	Maturity	Rate %	Spread	Book-name
IN US DOLLARS							
World Bank	1bn	8.6	98.278	Jan 2004	0.2827	+824/1608	Goldman Sachs Int'l
DBS Bank	500	5.02	99.278	Jan 2004	0.258	+824/1608	Deutsche/Nomura Int'l
LBW Capital Markets	500	5.25	98.860	Jan 2004	0.258	+874/1608	ABN Amro/Salomon SB
Republic of Australia	250	6.25a	100.359	Dec 2003	0.158	+304/1608	Deutsche Bank
Deutsche Bank Financials	250	6.00	100.057	Dec 2001	0.1875	-	Warburg Dillon Read
Robobank Nederland	150	-	-	-	-	-	-
IN GERMANY							
Allgemeine Hypo	2,500	4.00	98.948	Jan 2004	0.159	+304/1608	ABN/Deutsche/Nomura
DSI Bank	500	8.825	103.549	Mar 2004	0.258	+170	Sarasin International
World Bank	150	9.75	99.759	Jan 2018	0.603	-	-
IN STERLING							
GECC	100	5.125	98.922	Jan 2004	0.258	-	Warburg Dillon Read
World Bank	100	5.278	100.722	Dec 2001	0.1975	-	Warburg Dillon Read
IN SWISS FRANC							
European Investment Bank	1bn	3.00	100.055	Jan 2014	2.75	-	Warburg Dillon Read
Bayreuther Landesbank	3,125	3.02	102.125	Feb 2009	2.75	-	CSFB
Becredit SA de France	200	2.25	100.055	Dec 2005	2.25	-	Deutsche Bank/Swiss
Swissische Landerle & Hypo	150	2.00	101.100	Feb 2005	2.25	-	del Gottard von Emser
IN AUSTRALIAN DOLLARS							
BNG	100	5.00	98.795	Jan 2004	2.125	-	RBC DS Global Markets
Robobank Australia	100	5.00	101.057	Feb 2004	1.875	-	TD Securities
IN CANADIAN DOLLARS							
Bayreuther Landesbank	100	4.75	98.288	Feb 2004	0.258	+16/Sept03	RBC DS Global Markets
Robobank Nederland	100	4.75	99.549	Feb 2004	0.258	+16/Sept03	TD Securities
IN NEW ZEALAND DOLLARS							
World Bank	800	15.00	98.826	Jan 2002	0.1258	-	TD Securities
World Bank	150	15.25	97.302	Jan 2002	0.2258	-	TD Securities
ERBD	150	18.35	100.058	Jan 2002	1.00	-	RBC DS Global Markets
IN GREEK DRACHMA							
International Finance Corp	200m	8.50	101.22	Jan 2004	1.80	-	RBC DS Global Markets
IN CZECH KORUNA							
World Bank	2bn	8.125	100.000	Jan 2000	0.158	-	ING Barings
IN HONG KONG DOLLARS							
Final terms, non-callable unless stated. Yield spread over relevant government bond at launch supplied by lead manager. ^a Fixed rate. ^b Fixed re-offer price; less than re-offer level. ^c Fixed price. ^d Fixed rate. ^e Fixed price. ^f Fixed rate. ^g Fixed price. ^h Fixed rate. ⁱ Fixed rate. ^j Fixed rate. ^k Fixed rate. ^l Fixed rate. ^m Fixed rate. ⁿ Fixed rate. ^o Fixed rate. ^p Fixed rate. ^q Fixed rate. ^r Fixed rate. ^s Fixed rate. ^t Fixed rate. ^u Fixed rate. ^v Fixed rate. ^w Fixed rate. ^x Fixed rate. ^y Fixed rate. ^z Fixed rate. ^{aa} Fixed rate. ^{bb} Fixed rate. ^{cc} Fixed rate. ^{dd} Fixed rate. ^{ee} Fixed rate. ^{ff} Fixed rate. ^{gg} Fixed rate. ^{hh} Fixed rate. ⁱⁱ Fixed rate. ^{jj} Fixed rate. ^{kk} Fixed rate. ^{ll} Fixed rate. ^{mm} Fixed rate. ⁿⁿ Fixed rate. ^{oo} Fixed rate. ^{pp} Fixed rate. ^{qq} Fixed rate. ^{rr} Fixed rate. ^{ss} Fixed rate. ^{tt} Fixed rate. ^{uu} Fixed rate. ^{vv} Fixed rate. ^{ww} Fixed rate. ^{xx} Fixed rate. ^{yy} Fixed rate. ^{zz} Fixed rate. ^{aa} Fixed rate. ^{bb} Fixed rate. ^{cc} Fixed rate. ^{dd} Fixed rate. ^{ee} Fixed rate. ^{ff} Fixed rate. ^{gg} Fixed rate. ^{hh} Fixed rate. ⁱⁱ Fixed rate. ^{jj} Fixed rate. ^{kk} Fixed rate. ^{ll} Fixed rate. ^{mm} Fixed rate. ⁿⁿ Fixed rate. ^{oo} Fixed rate. ^{pp} Fixed rate. ^{qq} Fixed rate. ^{rr} Fixed rate. ^{ss} Fixed rate. ^{tt} Fixed rate. ^{uu} Fixed rate. ^{vv} Fixed rate. ^{ww} Fixed rate. ^{xx} Fixed rate. ^{yy} Fixed rate. ^{zz} Fixed rate. ^{aa} Fixed rate. ^{bb} Fixed rate. ^{cc} Fixed rate. ^{dd} Fixed rate. ^{ee} Fixed rate. ^{ff} Fixed rate. ^{gg} Fixed rate. ^{hh} Fixed rate. ⁱⁱ Fixed rate. ^{jj} Fixed rate. ^{kk} Fixed rate. ^{ll} Fixed rate. ^{mm} Fixed rate. ⁿⁿ Fixed rate. ^{oo} Fixed rate. ^{pp} Fixed rate. ^{qq} Fixed rate. ^{rr} Fixed rate. ^{ss} Fixed rate. ^{tt} Fixed rate. ^{uu} Fixed rate. ^{vv} Fixed rate. ^{ww} Fixed rate. ^{xx} Fixed rate. ^{yy} Fixed rate. ^{zz} Fixed rate. ^{aa} Fixed rate. ^{bb} Fixed rate. ^{cc} Fixed rate. ^{dd} Fixed rate. ^{ee} Fixed rate. ^{ff} Fixed rate. ^{gg} Fixed rate. ^{hh} Fixed rate. ⁱⁱ Fixed rate. ^{jj} Fixed rate. ^{kk} Fixed rate. ^{ll} Fixed rate. ^{mm} Fixed rate. ⁿⁿ Fixed rate. ^{oo} Fixed rate. ^{pp} Fixed rate. ^{qq} Fixed rate. ^{rr} Fixed rate. ^{ss} Fixed rate. ^{tt} Fixed rate. ^{uu} Fixed rate. ^{vv} Fixed rate. ^{ww} Fixed rate. ^{xx} Fixed rate. ^{yy} Fixed rate. ^{zz} Fixed rate. ^{aa} Fixed rate. ^{bb} Fixed rate. ^{cc} Fixed rate. ^{dd} Fixed rate. ^{ee} Fixed rate. ^{ff} Fixed rate. ^{gg} Fixed rate. ^{hh} Fixed rate. ⁱⁱ Fixed rate. ^{jj} Fixed rate. ^{kk} Fixed rate. ^{ll</sup}							

GB yields
up on fears
oversupply

Euro cruises through sedate first day

MARKETS REPORT

By Alan Beattie

London's fatigued foreign exchange foot soldiers, exhausted from converting their computer systems over the weekend, were able to take a breather during a subdued first full trading day for the euro yesterday.

After all the fear of turbulence and systems failure in the early days of the euro's life, the new currency showed remarkable sang-froid as it strengthened slightly in thin markets.

The euro gained after some initial buying interest in the Asian session, mainly from Japanese investors wanting to reweight their portfolios.

This drove it up towards the \$1.19 level against the dollar, well above the \$1.16-\$1.17 range in which it opened. But it drifted down to \$1.18 at the beginning of the European trading ses-

sion.

The new currency ended its first full day in London at \$1.180 against the dollar. Given where the D-Mark closed against the dollar on 31 December, this implied a rise of about 0.5 per cent on the day. Against sterling, the euro closed at 10.711.

"Depending on how you look at it, the first day of trading in the euro was either a smooth trouble-free launch or a damp squib," said one analyst in London.

The demand for the euro in early trading was driven by a portfolio shift into European assets, he said.

"But there wasn't a huge volume of trade done," he added. "And if you convert the euro/dollar movement back into dollar/D-mark, it

becomes clear that the price movement wasn't spectacular either."

One issue which appeared to be resolved speedily was the question of how the euro would be quoted against sterling.

Traditionally sterling has always been quoted as the first currency in any exchange rate pair, but a majority of the foreign exchange market-makers decided at the end of last year to push for the rate to be quoted in pounds per euro.

Yesterday this seemed to gain favour as the accepted market convention, with around 95 per cent of inter-bank trades being quoted this way.

NatWest GFM, who made a viable of offering quotes both ways round, said yesterday they accepted that the "euro first" quotation would become the market standard in the inter-bank

market.

But David White, head of foreign exchange spot traders at NatWest GFM, said that they would continue to quote euros per pound for their many customers who demanded it.

Sterling softened yesterday, though market analysts were wary of drawing too many conclusions that this

signalled weakness in its future life as the near neighbour of the euro.

Analysts said that various flows out of sterling pushed the currency lower in thin markets.

Some said that there were residual sterling sales from the Ecu arbitrage deal.

Some pointed to possible effects from the merger of BP and Amoco helping to push sterling down against the dollar. Index-tracking investment funds were thought to be underweight in BP, they said.

Finding it hard to buy large chunks of BP equity in the UK, they discovered it was easier to buy ADR BP

shares, or Amoco shares, in the US.

This, together with yesterday's news that ICI has pulled out of selling its Tioxide business to DuPont, meant that capital flows were likely to favour the dollar versus sterling.

At the end of London trading yesterday the pound had fallen to \$1.160 against the dollar, down from \$1.181 on 31 December.

Meanwhile, anecdotal evidence of a strong performance by the UK retail sector in the January sales, per-

suaded traders in the short sterling market to trim expectations of UK interest rate cuts at the end of

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COMMODITIES & AGRICULTURE

Zinc falls to lowest for more than five years

MARKETS REPORT

By Kenneth Gooding and Paul Solman

On the London Metal Exchange, zinc prices fell to their lowest level for 5½ years as investment funds that base their decisions on chart movements sold heavily, dealers said.

Zinc for delivery in three months dropped to \$918 a tonne at one stage, its lowest since October 1993, before closing at \$922, down \$11, or 1.1 per cent.

Robin Bhar, analyst at Brandeis (Brokers), said: "The market is being ruled by the funds that take their cues from technicals. The fact that it did not recover to the

important \$910 level meant zinc would try to go lower."

Palladium's price moved up by more than 2 per cent, or \$6.85 a troy ounce, to \$341.50 by the close in London following an Interfax report that Russia, the biggest producer, would not begin exporting until at least the end of January. In 1997

and 1998 bureaucratic wran-

gling held up exports for the first six months.

In contrast, platinum closed in London down \$2.20 at \$333 an ounce after South Africa's Anglo American Platinum Corporation, the biggest producer, said it was close to settling a 16-day strike that had halted operations at its Lelouw mine.

Meanwhile, Brent crude oil broke through \$1 a barrel yesterday, with traders suggesting the market had been boosted by increased demand and renewed buying after Christmas.

Reports that Iraq was increasing its oil export target to 2m barrels a day this month appeared to have little impact. Iraq exports

NEWS DIGEST

COCONUT PRODUCTS

Philippine exports grow despite adverse weather

The Philippines' exports of coconut products rose 10 per cent to 2.1m tonnes last year, according to the United Coconut Association of the Philippines. The country, the world's largest coconut products exporter, also increased its overseas sales of coconut oil by 13 per cent to 1.2m tonnes, the trade organisation said.

The growth in exports came in spite of earlier predictions that the coconut industry would face difficulties after adverse weather conditions. Philippine crops were damaged by a severe drought in 1998, brought on by the El Niño and La Niña weather patterns, and the southern region of Mindanao, which accounts for about half of the country's coconut output, was especially badly hit. Signs of supply problems also pushed up coconut oil prices. Together with Indonesia, the Philippines accounts for about 80 per cent of global coconut oil supplies.

Paul Solman

Indian fit of pique puts jute organisation under threat

If India leaves the UN body, it could mean curtains for the IJO. Officials are poised between hope and despair, says Kunal Bose

India, the world's largest producer of jute, is leaving the Dhaka-based International Jute Organisation in a fit of pique. Government officials say India is quitting because of the indifferent working of the 15-year-old UN body, but the reason is the country's failure to get its representative elected as executive director.

"India is terribly miffed," says one senior western diplomat in Dhaka. "The first two executive directors of the IJO were from India and the next two from Bangladesh. So the top office of the organisation has so far been held by representatives of jute and jute goods exporting countries. There is nothing wrong if the importing countries are now staking a claim to the office."

The Bangladeshi government withdrew its candidate in favour of India, but India lost out on poor lobbying, according to a Bangladeshi industry official. "It did not put up a senior enough official for the post either. The importing countries took advantage of all this. They also have a strong claim to the office."

In the past few years, the US, Australia and Pakistan, all importing countries, left the IJO because they thought the organisation

was underperforming. "But if India, which has nearly 50 per cent of the world jute production, stays out of the IJO it could mean curtains for the organisation," says a senior Bangladeshi government official.

"Bangladesh's concern is understandable since the IJO is the only world body headquartered in Dhaka and it deals with a commodity of strategic significance for the country," he adds.

The IJO officials are poised between hope and despair. The International Agreement on Jute and Jute Products, the provisions of which are administered by the IJO, will expire in April 2000. If India stays away, the other members may not renew the agreement, which will finish the organisation.

Henri L Jason, director and offices in charge of the IJO, says: "India is one of the promoter members of the organisation and has been an active participant in all its developmental activities.

There may be family problems, but these need to be sorted out amicably. I hope India will not pull the rug from under the IJO."

The IJO is the only world forum for jute and its various research and development programmes are funded by the UN Common

fund. The organisation



The IJO is addressing the problem of finding a use for a surplus of jute fibre in non-traditional areas

governments of member countries. Our future remains uncertain."

Bangladesh has come to be

"very possessive" of the IJO.

"Sheikh Hasina, prime minister of Bangladesh, wields considerable influence with Delhi and we hope she will attempt to keep India in the IJO," says a Bangladeshi industry official.

The jute industry suffered decades of neglect,

says Mr Jason. "A very high

percentage of the balance of

India's economy is in

the hands of the jute

industry.

The governments of member

countries. Our future

remains uncertain."

Meanwhile, Brent crude oil broke through \$1 a barrel yesterday, with traders suggesting the market had been boosted by increased demand and renewed buying after Christmas.

Reports that Iraq was increasing its oil export target to 2m barrels a day this month appeared to have little impact. Iraq exports

about 1.8m barrels a day under the United Nations' "oil for food" programme, and recent tensions between the US and Baghdad have not interrupted supplies.

In late trading on London's International Petroleum Exchange, the benchmark February contract was

\$10.94 a barrel against Friday's close of \$10.53.

Price rises lift Indian earnings

Higher prices boosted India's earnings from tea exports last year in spite of only a small increase in overseas sales. India exported 188m kilogrammes of tea in the 11 months from January to November 1998, some 2 per cent

more than in the same period the year before, the country's Tea Board said. However, export earnings in the same period jumped 25 per cent to Rs19.85bn (\$457m).

The average export price rose to Rs105.36 a kg compared with Rs86.01 the previous year.

The volume of India's tea exports was hit last year by a fall in demand from Russia, its largest customer, as a result of the financial crisis and the devaluation of the rupee. However, traders now expect Russia to increase its tea buying to replenish stocks.

India's total tea production in the January-November period was 812m kg against 782m kg during the same period in 1997. Record crops in the north-east region helped boost output, though production in south India fell.

India is the world's largest tea producer. Paul Solman

Paul Solman

Pork

German prices to stay low

German pork prices will stay low in 1999 in spite of a small increase in consumption, the country's agriculture ministry said. Pig slaughterings this year will rise 1.7 per cent to 40m compared with a rise of 5 per cent to 36.4m last year, it said. Pig meat farmers across Europe have been suffering severe losses caused by oversupply and plunging prices. The German ministry said the outlook for the European market remained difficult as last year's collapses in export markets continued to depress demand.

Meanwhile, the German livestock count showed there were 26.3m pigs in November 1998, 8 per cent more than at the same time in 1997. Paul Solman

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

Prices from Argentum (see Metal Trading)

in £/tonne, \$/tonne (5 per cent)

Gold 1222.4 1230.21

Previous 1227.5 1244.4

High/low 1238.7 1250.0

AM Official 1214.18 1222.23

Kerb close 1223.2 1223.3

Open int. 203,710

Total daily turnover 62,134

in £/tonne (5 per cent)

Copper 407.5 408.0

Previous 406.5-100

High/low 407.4-74

AM Official 404.5-90

Kerb close 405.70

Open int. 30,084

Total daily turnover 2,168

in £/tonne (5 per cent)

Aluminum 357.75 358.25

Previous 356.70

High/low 356.70-358.25

AM Official 356.5-91

Kerb close 356.5-91

Open int. 67,341

Total daily turnover 17,388

in £/tonne (5 per cent)

Lead 512.30 512.30

Previous 510.70

High/low 510.70-512.30

AM Official 505.50

Kerb close 510.35

Open int. 20,253

Total daily turnover 7,008

in £/tonne (5 per cent)

tin 504.50 505.00

Previous 503.50

High/low 504.50-505.00

AM Official 503.50

Kerb close 503.50

Open int. 67,341

Total daily turnover 17,388

in £/tonne (5 per cent)

nickel 502.20 502.20

Previous 501.70

High/low 501.70-502.20

AM Official 501.50

Kerb close 501.50

Open int. 67,341

Total daily turnover 17,388

in £/tonne (5 per cent)

zinc 502.20 502.20

Previous 501.70

High/low 501.70-502.20

AM Official 501.50

Kerb close 501.50

Open int. 67,341

Total daily turnover 17,388

in £/tonne (5 per cent)

aluminum 495.50 496.00

Previous 495.00

High/low 495.00-496.00

AM Official 494.50

Kerb close 494.50

Open int. 67,341

Total daily turnover 17,388

in £/tonne (5 per cent)

tin 494.50 495.00

Previous 493.50

High/low 493.50-495.00

AM Official 493.50

Kerb close 493.50

Open int. 67,341

Total daily turnover 17,388

in £/tonne (5 per cent)

tin 493.50 494.00

Previous 492.50

High/low 492.50-494.00

AM Official 492.50

Kerb close 492.50

Open int. 67,341

Total daily turnover 17,388

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Big sell programme puts Footsie under pressure

MARKET REPORT

By Steve Thompson,
UK Stock Market Editor

A big programme trade, said by dealers to have been valued at around £1bn and weighted on the sell side, was behind the London stock market's poor performance yesterday.

Goldman Sachs and Warburg Dillon Read, two of the most powerful operators in the UK market, were both said to have been involved in programme trade activity.

The trade was described as a rebalancing of at least one

of the big UK funds and was linked to the stock market debut of the newly merged BP Amoco, which is now the biggest UK company. Many leading investors will have to build market weightings in the new company. BP Amoco alone represents around 8 per cent of the FTSE 100 index.

Trading in BP Amoco dominated the London market and accounted for 16 per cent of overall business on the day not long before the biome.

Overall turnover in London topped £bn shares, the highest in a single session

since the start of December, before being adjusted to 839m shares. FTSE 100 stocks accounted for around 60 per cent of the total.

"Excluding the programme trading it would have been a decent day for London," said one market maker.

The BP Amoco and programme trade stories vied with the launch of the euro as the day's main talking point in London's stock market.

A weak pound against major currencies, including the euro, was seen by dealers as positive for UK equi-

ties, while the weakness of Wall Street over the past couple of trading sessions and a poor showing by Asian markets yesterday were largely overlooked as UK stocks opened in good heart.

The FTSE 100 posted an early 26-point gain only to fall away as the sell programme impacted on the market. At its worst the Footsie was down 71 points. The rally set in when London picked up hints of a good start to Wall Street.

The latter's substantial upturn saw the Dow Jones Industrial Average up more than 150 points, taking

it to within 25 points of its all-time peak, and coincided with a strong recovery in London.

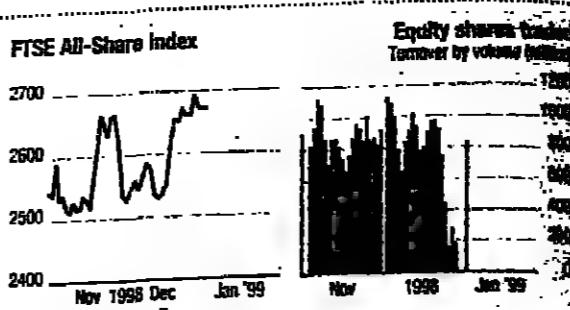
By the close, the FTSE 100 was a mere 3.2 lower at 5,874, having swung in a three-figure arc.

There were no such pressures affecting the MidCap and smaller stocks, although the FTSE 250 eventually settled a net 3.0 off at 4,851, having spent much of the day in positive territory.

The FTSE SmallCap, on the other hand, gave a powerful display, and never looked threatened. The index closed 11.8 better at 2,882.3, having hit a day's best of 2,083.2.

Outside of BP Amoco, which was the telecoms sector that captured the eye, with that sector providing the top five performers in the FTSE 100, thanks to a flurry of exceptionally strong new mobile phone subscriber figures for December. These confirmed the huge optimism that saw the sector outperform the UK market last year.

ICI was buffeted by disappointment over the failure to sell its Texaco business to DuPont and NL Industries of the US, because of monopolies implications.



Indices and ratios	FT 30	FTSE All-Share
FTSE 100	4874.0	-1.7
FTSE 250	4851.0	-1.7
FTSE 500	5930.0	-0.2
FTSE Mid-Share	2673.0	-0.1
FTSE All-Sh. yield	2.53	-0.05

Best performing sectors	Worst performing sectors
1 Telecommunications	-5.4
2 Pharmaceuticals	-2.4
3 Insurance	-1.6
4 Integrated	-1.6
5 Resources	-1.5

FUTURES AND OPTIONS

FTSE 100 INDEX FUTURES (LIFFE) £10 per full index point							
Open	Set price	Change	High	Low	Ext. vol	Open int.	Open int.
Mar 5890.0	5930.0	+62.0	5948.0	5840.5	34121	18104	13538
Mar 5870.0	5870.0	+62.0	5878.0	5862.0	0	0	0

FTSE 250 INDEX FUTURES (LIFFE) £10 per full index point							
Open	Set price	Change	High	Low	Ext. vol	Open int.	Open int.
Mar 4863.0	4897.0	+4.0	4893.0	4863.0	1	8829	8829
Mar 4850.0	4850.0	+4.0	4854.0	4846.0	4804	4854	4854

FTSE 100 INDEX OPTION (LIFFE) £10 per full index point							
Open	Set price	Change	High	Low	Ext. vol	Open int.	Open int.
Mar 5890.0	5930.0	+62.0	5948.0	5840.5	34121	18104	13538
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FTSE 250 INDEX OPTION (LIFFE) £10 per full index point							
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Mar 4863.0	4897.0	+4.0	4893.0	4863.0	1	8829	8829
Mar 4850.0	4850.0	+4.0	4854.0	4846.0	4804	4854	4854

EURO STYLE FTSE 100 INDEX OPTION (LIFFE) £10 per full index point							
Open	Set price	Change	High	Low	Ext. vol	Open int.	Open int.
Mar 5870.0	5870.0	+62.0	5878.0	5862.0	0	0	0
Mar 5850.0	5850.0	+62.0	5858.0	5842.0	0	0	0

EURO STYLE FTSE 250 INDEX OPTION (LIFFE) £10 per full index point							
Open	Set price	Change	High	Low	Ext. vol	Open int.	Open int.
Mar 4863.0	4863.0	+4.0	4868.0	4858.0	0	0	0
Mar 4850.0	4850.0	+4.0	4855.0	4845.0	0	0	0

FTSE GOLD MINES INDEX							
Dec	% chg	Dec	Year	Gross	Net	High	Low
Gold Mines Index (20)	934.40	0.0	928.41	1008.21	1.02	928.35	1007.37
Gold Mines Index (20)	934.40	0.0	928.41	1008.21	1.02	928.35	1007.37

Gold Mines Index (20) © FTSE International Limited 1999. All rights reserved. Figures in brackets show number of constituents. Data US Dollars. Base Year: 1993/94 = 1000.00. Period. Latest price were available for the last.

† Alternative Investment Market. * Pending price. ** Introduction. For a full explanation of all other symbols please refer to The London Stock Service notes.

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WORLD STOCK MARKETS

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8.2	6.7	200k Full	1.00	12.1	270	0.0
8.3	6.8	200k Full	0.84	11.5	270	0.0

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* See Jap 2. Taken weighted Price 63.55 (Mitsui, 4 Toyota, 12 Nissan, 10 Honda, 2 KEIKI-DAIKI auto-trader index). Jap 4: 5330.28 +303.78. 1 Correction. * Calculated at 15.000 DM/T. \oplus Excluding Bonds, 3 Industrial, plus Utilities, Financial and Transportation. \ominus The DJ Ind. Index. Statistical day's highs and lows are the averages of the highest and lowest prices reached during the day by each stock; extremes the actual day's highs and lows represent the highest and lowest values that index has reached during the day. (The figures in brackets are previous day). \diamond Subject to official confirmation. \ominus Yield and P/E ratios are based on December Total Market Index. \ominus Mitsubishi. \diamond Estimated at 1000 47.00.

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